

Report To: Community Health & Care
Partnership Sub Committee

Date: 25th April 2013

Report By: Brian Moore
Corporate Director
Inverclyde Community Health &
Care Partnership

Report No:
CHCP-32-2013-SMca

Contact Officer: Sharon McAlees
Head of Children's and Criminal
Justice Services

Contact No: 01475 715379

Subject: INSPECTION OF INVERCLYDE CHCP'S CHILDREN AND
FAMILIES
FOSTERING SERVICES
ADOPTION SERVICES
NEIL ST CHILDRENS UNIT
CROSSHILL CHILDRENS UNIT
REDHOLM CHILDREN'S UNIT

1.0 PURPOSE

- 1.1 To advise members of the outcome of the inspections conducted by the Care Inspectorate in relation to Inverclyde's Fostering, Adoption and Residential Children's Units.

2.0 SUMMARY

- 2.1 The Care Inspectorate carried out inspections of Inverclyde CHCP's three residential children's units and Fostering and Adoption Services in the first quarter of 2013.

All three children's residential units retained grade 6 excellent across all quality themes.

Quality of Care and Support

Quality of Environment

Quality of Staffing

Quality of Management and Leadership

- 2.2 Fostering and Adoption Services were graded 5 very good across the quality themes. Fostering Services demonstrated an improvement from the previous inspection in 2010 from grade 5 to grade 6 in terms of quality of care and support.

3.0 RECOMMENDATION

- 3.1 To note the positive outcome of the inspections and Inverclyde's clear commitment to provision of high quality child care services.

Brian Moore
Corporate Director
Inverclyde Community Health & Care
Partnership

4.0 BACKGROUND

- 4.1 Neil St Children's Unit was subject of an unannounced inspection on the 11th November 2012 and the inspection report was completed on 17th January 2013.
- 4.2 Crosshill Children 's Unit was subject of an unannounced inspection on 7th February 2013 and the inspection report was completed on 7th February 2013.
- 4.3 Redholm Children's Unit was inspected by the Care Inspectorate on 28th February 2013. This inspection took place 2 weeks prior to the relocation to Kylemore Children's Unit. Verbal feedback has been given and the inspection report is awaited.
- 4.4 There were no requirements or recommendations made by the Care Inspectorate in relation to any of the children's units.

An inspection of Inverclyde CHCP Fostering and Adoption Services was conducted by the Care Inspectorate between 14th January and 30th January 2013. The inspection report was completed 14th February 2013

- 4.5 Only one recommendation was made by the Care Inspectorate relating to Adoption Services in reference to Theme 1 Statement 3. The service was asked to make improvements in recording of the practical day to day arrangements between placing a child in a pre adoptive placement and the adoption order being granted. This matter related to one specific case where the Care Inspectorate did acknowledge good provision of post placement support and has subsequently been addressed by the service.
- 4.6 The reports will be fully published on the Care Inspectorate website in due course.

5.0 PROPOSALS

- 5.1 Inverclyde CHCP will strive to continue to deliver high quality children's services embedded within the principles of Getting it Right for Every Child.
- 5.2 It is worth noting that the standard of accommodation offered at Kylemore far exceeds that of Neil St and Crosshill. Kylemore is sector leading across Scotland and in terms of future inspections is likely to become the benchmark across Inverclyde.

6.0 IMPLICATIONS

- 6.1 Legal: None
- 6.2 Finance: There are no financial implications in respect of this report.

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

- 6.3 Personnel: None
- 6.4 Equalities: None
- 6.5 Repopulation: None

7.0 CONSULTATION

8.0 LIST OF BACKGROUND PAPERS

8.1 Care Inspectorate Reports

Care service inspection report

Inverclyde Council Fostering Service Fostering Service

Inverclyde CHCP
Kirn House
Ravenscraig Hospital
Inverkip Road
Greenock
PA16 9HA
Telephone: 01475 714060

Inspected by: Anne Borland

Type of inspection: Announced (Short Notice)

Inspection completed on: 14 February 2013



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Service provided by:

Inverclyde Council

Service provider number:

SP2003000212

Care service number:

CS2005087054

Contact details for the inspector who inspected this service:

Anne Borland

Telephone 0141 843 6840

Email enquiries@careinspectorate.com

Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

What the service does well

The service provides excellent support and training opportunities for foster carers. The service has access to comprehensive supports for children and as a result of this and quality placements, the children thrive in foster care.

What the service could do better

The service are continuing to explore ways to have participation with birth parents in assessing the quality of the service and contributing to the improvement agenda. The service has identified a need to recruit more carers and is exploring the best methods in which to succeed in this area.

What the service has done since the last inspection

The service has continued to develop the resources to support children and carers.

Conclusion

Inverclyde Council Fostering service a highly performing service which provides quality care to foster carers and foster children placed in their care.

Who did this inspection

Anne Borland

1 About the service we inspected

Inverclyde Council Fostering Service provides a fostering and family placement service for children and young people and their families, who are assessed as in need of this service. The service recruits and supports carer families to provide a range of fostering services including temporary and permanent foster care and respite care.

The service is based in Inverclyde CHCP, Ravenscraig Hospital, Inverkip Road, Greenock.

Management responsibility lies with the Service Manager and with the Assistant Service Manager for the Fostering Service holding responsibility for the day-to-day organisation of the service and support and supervision of the three family placement social workers. Social workers are shared with the Adoption Service.

The Care Inspectorate regulates care services in Scotland. Prior to 1 April 2011, this function was carried out by the Care Commission. Information in relation to all care services is available on our website at www.scswis.com.

The service was registered on the 12 December 2005.

The aim of the service was to discharge Inverclyde Council Social Work Department's responsibilities towards children and young people who are 'Looked After' by the Council.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support - Grade 6 - Excellent

Quality of Staffing - Grade 5 - Very Good

Quality of Management and Leadership - Grade 5 - Very Good

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0845 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

This announced inspection was carried out between the 14th and the 30th January 2013 by Anne Borland, Care Inspector. At the time of the inspection there were 54 children and young people being cared for by Inverclyde Council approved carers within 40 foster homes. One child was being cared for by another registered fostering service in a long term placement.

During the inspection three foster homes were visited, three foster carers and two children were interviewed. The Inspector met with a focus group of foster carers and a separate focus group of Inverclyde family placement workers. Three area team social workers also met with the Inspector. The Inspector also met with the service manager, head of service and assistant service manager.

The case files of three children and three foster carers were examined. Additional records and reports, as identified in the self assessment, were also examined and will be referred to throughout the body of the report.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firelawscotland.org

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

There were no recommendations made following the last inspection.

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The management provided a very detailed self assessment which took account of the views of foster carers and other stakeholders. In addition a comprehensive evidence folder was provided.

Taking the views of people using the care service into account

Children and young people:

The young people who met the Inspector were extremely positive about living in the foster home and had written reports to relevant parties to allow them to live their permanently. Both were confident and articulate young people and expressed how they felt safe, secure and loved. Both felt well supported with school work and both had interests and hobbies. The children stated they had good relationships with the family placement worker and their social worker.

The views expressed in the questionnaires issued to young people about the fostering service were overall positive and any issues of concern had been addressed.

Foster carers:

Foster carers were extremely positive about family placement workers and regarded them as skilled, knowledgeable and extremely attentive and supportive. All carers stated that all the staff in the service were helpful and there was always someone to assist if your worker was unavailable. Training was described as very good and it was evident the foster carer benefited and valued the opportunities provided. Foster carers confirmed being involved in the development of the service and was confident that their views were listened too and acted upon.

Support to children was also described as good with access to resources and help with problematic issues. Contact with area team social workers was described as very good.

Some foster carers raised issues about the legal decision making but appreciated this was outwith the control of the fostering service or area team social workers. The service is currently working closely with these agencies to gain insight and understanding into each other roles and decision making rationale. Some frustration was expressed generally about the time taken to secure longer term plans for children.

A view was expressed that foster carers could carryout life story work with children in their care.

Taking carers' views into account

The Inspector did not meet with any birth parents during this inspection.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths

The service has a participation strategy for the fostering service which outlined the variety of ways foster carers, children, parents, family placement staff and placing social workers could engage in planning care and assist in the shaping of the service.

During the inspection the Inspector found evidence which offered confirmation that the participation strategy was being implemented. Foster carers met regularly with family placement workers, contributed their own reports to foster home reviews, were supported to attend regular support groups which had crèche facilitate attendance. Foster carers were also asked to take an active part in the development of the service, such as the evaluation of the training programme and contributing their views to the Scottish Government on the On Children and Young people bill are some examples

Foster carers were routinely asked to complete questionnaires across all aspects of the service delivery and operations. Responses were extremely positive with carers grading the service as very good. Areas for improvement were suggested, such as updating the foster carer manual, check safer caring training, reviewing support groups and the involvement of respite carers children's in child care reviews. Views were sought through process and at panel, foster home reviews and support groups and evaluation.

The summary of the stakeholders' views found that family placement workers and the management and leadership were held in high regard and graded the service at very good.

Six children completed the service's satisfaction questionnaires and these confirmed children felt safe and welcome in the foster home, which their views were listened too and foster carers helped them stay in touch with family and friends. Children and young people also stated that they were encouraged to have hobbies. Some young people stated they were unaware of advocacy services and the service was looking at ways to increase awareness.

One birth parent completed a questionnaire and stated, "They (the foster carers) are a lovely couple and have been really supportive to me through a tough period. Both my (children) are healthy and all staff are helpful"

It was evident from the service development plan that an inclusive approach was taken to the improvement agenda of the service.

The information provide to children was comprehensive and included 'Fostering and me', which contained information on what to expect in foster care, contact with friends and family, rules, arrangements for school and homework and the roles of various workers and the types of meetings which would be held. Children and young people were given a profile of the foster carers to help gain an insight into where they would be living. Good arrangements were in place to introduce children to respite carers prior to staying and many children were placed for respite with the same carers in the interests of consistency and stability.

Young people and foster carers were involved in the recruitment of staff to the service. Foster carers were involved in mentoring roles for newly approved carers and in the provision of preparatory training and post approval training. The service had identified a foster carer from a neighbouring authority to sit on the fostering panel to bring the perspective of a foster carer to the decision making processes. A foster carer was a formal representative of the carer's group and would act as a liaison person as needed.

Children and young people were supported to complete the online view point questionnaire prior to their child care review and a high number of children had done so. This included asking the child about their current experience of living in foster care. Any individual issues highlighted were reported to the service and if applicable addressed with foster carers. A six monthly collation of viewpoint findings was carried out to identify common themes and linked to the service improvement agenda. The overall findings were that children and young people were having a good experience living in foster care.

Areas for improvement

The service is continuing to explore ways to involve birth parents in assessing the quality of service.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

The service had excellent resources to ensure the health and wellbeing needs of the children in foster care were being met. This included a dedicated LAAC health team including a nurse, a children therapist and access to a paediatric doctor. Children had a medical fitness check shortly after admission and annually thereafter. There was evidence of children being referred to specialised health services, as appropriate. As a result some children had received the services of physiotherapy, dieticians, clinics specialising in genetic conditions were some of the examples found in discussion with carers, staff and in case file reading. There was strong evidence of children's health improving while in foster care and of foster carers being pro-active in ensuring the routine health needs were met, i.e. dental treatment and optician appointments. Children had good access to psychological services and foster carers stated that requests for support were met promptly.

The children had access to an LAAC teacher for additional support if this was needed. There was also an educational psychologist with a dedicated remit for Looked After and accommodated children. Foster carers regarded support for education as very good and valued this. Foster carers stated that pre-school children were well supported in nursery placements and benefited from this routine and social aspect of play.

Inverclyde Council sourced free books for Looked After children from the Dolly Parton Foundation and children in foster care are in receipt of these. Tutors are made available for children in readiness for school exams and there is an expectation that foster carers will promote a learning home environment. The Inspector found evidence that many children were progressing well in education through the support of foster carers and the access to additional support available.

Inverclyde fostering service had invested high quality training for foster carers to equip them with the skills to provide quality support to the children and young people in their care. As well as mandatory training a raft of training had been provided on childhood trauma and attachment. For children and young people, this meant carers were insightful into the impact of early disadvantage on the possible behaviours which might be exhibited as a result. Foster carers, who met with the Inspector, felt this training has increased their skills and confidence in caring for children who had suffered trauma. Foster carers also had access to an independent consultant who provided support and guidance to carers on attachment issues and behaviour management strategies.

Children and young people were given opportunities to enjoy hobbies and interests and some children were being supported to attain advanced levels in their chosen activity. Foster carers encouraged children and young people to enjoy outdoors pursuits, holidays and excursions and children clearly benefited from being included in family activities. Foster carers received an extra weeks allowance each September to help with the costs associated with children's hobbies.

There were very detailed support plans for children who had complex behavioural needs and as such, had been placed with experienced qualified carers in singleton placements. These included detailed risk management plans and one young person was receiving a bespoke individualised education support.

A major strength of Inverclyde fostering is the policy of only placing children with Inverclyde carers, unless this was not in the child's best interest. This meant for children there was stability of school and nursery placements and more opportunity to have maintained parental contact. It also allowed the quality of the care the child was receiving was monitored directly by family placement workers of Inverclyde fostering service.

Areas for improvement

The service is funding independent specialist research on the impact of contact and planning contact in a way which meets the best interest of the child, "Nurturing Children - Promoting Children's Wellbeing through Contact". The initial stages have involved an extensive consultation in conjunction with the Centre for Excellence for Looked after children in Scotland (CELCIS). Relevant parties such as, 6 birth parents, 8 young people from foster care and residential care, 4 foster carers and 4 residential staff participated. It is intended that the findings will shape future practice when planning contact.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

Please refer to Theme 1, Statement 1.

Areas for improvement

Please refer to Theme 1, Statement 1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths

Family placement workers were all registered with the Scottish Social Service Council (SSSC) and were aware of the need to adhere to the code of practice. All staff held professional qualification in Social Work and had further specific training provided by British Adoption and Fostering (BAAF) for family placement work. Staff members were provided mandatory training and child protection training and refresher updates. Some staff held a certificate in child protection studies and other workers had completed the BAAF training 'Securing Better Futures' course. In addition staff had been given the same opportunities as foster carers to attend the training provided by the specialist speakers on childhood trauma and attachment.

The fostering team all spoke of being well supported by immediate line management. Regular formal supervision and annual appraisals were taking place. Family placement workers advised the Inspector that while supervision was valuable, so to was the readily provided day-to-day advice and guidance from management.

Family placement workers had been given the opportunity to complete questionnaires about the service provided by management. Responses were that training and support was very good and development opportunities were made available. Family placement workers graded the management of the service as very good.

The service had held a team development day and had agreed priorities in terms of workload planning, review of carers' payments and the draft of the new foster carer agreement. There was also consideration of the findings of the 'Wakefield Report,' which highlighted the need for change in the way same sex couples are assessed and supervised as well as major findings in a lack of safeguarding practices for children.

Staff members continue to have access to latest research findings and the service is pro-active in seeking ways to implement findings into practice, such as the Wakefield enquiry prompting the sourcing training for family placement workers on the assessment of same sex couples.

Staff members have access to the quarterly mailing distributed by BAAF which contains details of current issues including notice of conferences, the journal and a selection of new publications which staff then access. The assistant service manager is vice chair of the BAAF Practice Development Forum which looks at practices across Scotland and staff advised that new initiatives are shared with them and discussed in team meetings.

Staff also had access to Care Knowledge, an online resource providing information on current research, policy and practice developments. One member of the family placement team attends the child protection practitioners' meeting.

Areas for improvement

The service could consider involving foster carers in the appraisal of family placement workers and also adopting a 360 degree approach to management appraisals.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths

Please refer to Theme 1, Statement 1.

Areas for improvement

Please refer to Theme 1, Statement 1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

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

Service strengths

The service had a range of quality assurance tools used to assess performance and build on service improvements and this was embedded throughout the service.

Family placement workers undertook unannounced visits to foster homes to assess the quality of the care and of the environment. Assessment reports were quality assured by management.

Assessments on applicants were robust and second opinion visits were carried out prior to reports being submitted to the fostering panel.

Foster home reviews were carried out annually or sooner if required. These were thorough and include training and development needs and an update on mandatory fitness checks. The service had made use of a chronology in foster carer files to help with the identification of recurrent issues.

Case file audits were carried out by the assistant service managers and findings discussed with family placement staff.

The service had increased the membership of the fostering panel to ensure a good representation from different disciplines. There was an independent chair who came with experience and knowledge in the field of fostering and adoption. Panel members who spoke with the Inspector advised they were given sufficient time prior to panel to read the reports and time within the panel schedule to fully consider their decision.

As stated earlier in the report the service carried out meaningful consultation with foster carers, children and other stakeholders and used findings to influence and change practice.

There was a complaints procedure and complaints against foster carers were investigated rigorously with representation from the team and the social work area team. There was evidence that when complaints were upheld the action would be taken accordingly, whether this be returning the fostering panel or in the provision of additional support, training or and monitoring.

The service completed an annual report and provided the strategy for the service as well as performance. The service used quality assurance systems effectively linking it to the development strategy; one example included the need to recruit additional respite carers and the decision that they would prioritise applications from people who wish to be respite carers. The service has tried to pre-empt the impact of the impending loss of the independent reviewing officer and has made arrangements to fill this gap as best as possible.

The Children's Rights worker meets the Service Manager regularly to feedback on the quality of care and is also a member of the adoption and fostering panel.

The Contract Monitoring Team monitors complaints received about the service and collates and monitors progress on the Care Inspectorate action plans.

The service complies with the Care Inspectorate and SSSC in reporting any significant incidents and is aware of the need to inform the SSSC of issues of staff misconduct.

Areas for improvement

Inverclyde Authority were planning to re-launch the corporate parenting policy given consideration to the research findings.

The management were aware of the need to improve the checking of the records held and maintained by foster carers and this was to be undertaken by the newly appointed resource worker.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

N/A.

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Staffing - 5 - Very Good	
Statement 1	6 - Excellent
Statement 3	5 - Very Good
Quality of Management and Leadership - 5 - Very Good	
Statement 1	6 - Excellent
Statement 4	5 - Very Good

6 Inspection and grading history

Date	Type	Gradings
24 Mar 2010	Announced	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership Not Assessed
31 Mar 2009	Announced	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership 5 - Very Good

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

To find out more about our inspections and inspection reports

Read our leaflet 'How we inspect'. You can download it from our website or ask us to send you a copy by telephoning us on 0845 600 9527.

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Translations and alternative formats

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

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অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

هذه بآبى تسد سىم وونابز رگىد روا وولكش رگىد رپ شرازگ تعاشا هى

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

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Care service inspection report

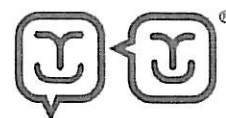
Inverclyde Council Adoption Service Adoption Service

Inverclyde CHCP
Kirn House
Ravensraig Hospital
Inverkip Road
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PA16 9HA
Telephone: 01475 714 038

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Service provided by:

Inverclyde Council

Service provider number:

SP2003000212

Care service number:

CS2005087048

Contact details for the inspector who inspected this service:

Anne Borland

Telephone 0141 843 6840

Email enquiries@careinspectorate.com

Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of Care and Support	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

What the service does well

The family placement workers and management provided very good support to adopters and those applying to adopt children. The service provided very good training and ongoing support to children and adopters. There are very good links between the team and Inverclyde social workers.

What the service could do better

The service should improve the recording of how practical arrangements will be managed between the placement of the child and the adoption being legally formalised.

What the service has done since the last inspection

The service had made changes in the ways they seek the views of birth parents and as a result the service is more able to present the views of birth families for consideration.

The adoption and permanence panel is now being held more frequently and the panel membership has increased.

Conclusion

This service continues to provide a high quality service to adopters, children being placed for adoption and those applying to adopt.

Who did this inspection

Anne Borland

1 About the service we inspected

This announced inspection was carried out between the 14th and the 30th January 2013 by Anne Borland, Care Inspector.

During the inspection the homes of two adopters were visited and a person applying to become an adoptive parent. The Inspector met with a focus group of three adopters and observed the adoption and permanence panel. The Inspector spoke with a focus group of Inverclyde family placement workers and met individually with area team social workers. The service manager, head of service and assistant service manager also met with the Inspector.

The case files of three children and three adopters were examined. Additional records and reports, as identified in the self assessment, were also examined and will be referred to throughout the body of the report.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support - Grade 5 - Very Good

Quality of Staffing - Grade 5 - Very Good

Quality of Management and Leadership - Grade 5 - Very Good

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0845 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

Inverclyde Council Adoption Service provides a service for children and young people who are assessed as in need of this service. The agency recruits and supports adoptive parents to provide families for those children who cannot live with their birth parents or extended family members and whose needs have been assessed as best met in an adoptive family, that will meet their needs through childhood and beyond.

The service also carries out assessments on families interested in the adoption of children under two years and these applications are processed by the Glasgow and West of Scotland Adoption Service, a consortium of local authorities to which Inverclyde belongs.

The Council has a service level agreement with Barnardo's Scottish Adoption Advice Service to provide a post adoption support to supplement its own provision.

The service is managed by the service manager, Children and Families Service, who has responsibility for a number of services for children in the care of Inverclyde Council Local Authority including Adoption. The team includes an assistant service manager and three family placement social workers. Family placement workers also work as part of the fostering team.

The service is based at Inverclyde CHCP, Ravenscraig Hospital, Inverkip Road, Greenock.

The service was registered on 12 December 2005.

The service's aim is to discharge Inverclyde Council Social Work Department's responsibilities in relation to children who have been or may be adopted, the parents or guardians of such children and persons who have adopted or may adopt a child.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firelawscotland.org

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

There were no recommendations made following the last inspection.

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The management provided a detailed self assessment which identified strengths and areas for improvement. In addition a evidence folder was provided and helped inform the inspection.

Taking the views of people using the care service into account

The Inspector visited the homes of two adopters and one person going through the adoption process. The inspector also met with three adopters in a small focus group. Adopters spoke highly of the support they received from family placement workers. Praise was also given for the ongoing training and the helpfulness of the support group.

The Inspector met with two children who were placed for adoption with foster carers. Both expressed being happy where they were living and had provided a letter to the adoption and permanence planning, expressing their wish to being adopted with the family with whom they were placed.

Taking carers' views into account

The Inspector did not meet with any birth family members but considered the views collated by the service on the questionnaires issued. These confirmed that the time spent prior to the panel were helpful and were treated with respect and sensitivity.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths

The service had a participation strategy which detailed how all those involved with the service would be consulted. This included children, birth parents and relatives, enquirers, applicants, prospective adopters, adopters, carers, social work staff, panel members and external agencies. There was evidence the views gathered were used in consideration of decision making and ongoing development of the service.

At the point of enquiry potential adopters were provided with good quality information packs and invited to information events.

The service issued questionnaires to seek the views of applicants at different stages throughout the assessment process. This included the quality of the preparation groups and the performance and support from the assessing social worker. The feedback found in the completed questionnaires, sampled during the inspection, was mainly positive.

Applicants and workers were encouraged to report on their experience when attending the adoption panel. Responses were reported through panel business meetings and agreements reached about how to implement changes to bring about improvement.

Adoption support groups took place and adopters took the opportunity to share experiences and suggest training and type of support required. Very positive verbal feedback was given from adopters regarding usefulness of the training and information sessions provided from external speakers.

An annual outing took place with the adopters and their children and an evaluation took place thereafter which was used to plan further outings.

Whenever possible, taking account of age and understanding of the child, children's views were taken account of and recorded in the profile the child and adoption reports used in Court.

The service promoted the inclusion of birth parents. The assistant service manager and a member of the permanence panel met birth parents and significant birth relatives prior to the panel, to gather their views and explain the recommendations which were contained in reports. This gave birth families a meaningful opportunity to share their views. This arrangement was set up as a result of birth families expressing that it could be difficult to express their views in the panel meeting. Their views were recorded and reported back to the panel.

Whenever appropriate birth parents met adopters prior to the adoption, it was hoped this would be emotionally beneficial to the child when older if their adoptive parents could describe their birth parents.

Birth parents were encouraged to contribute to the collation of health history of the child and give details of known genetic conditions which may be prevalent in the extended birth family. This information could prove important to the child throughout their life in terms of understanding their health needs.

An adopter was invited to participate in the recruitment of the assistant service manager by being a member of the interviewing panel. An adopter was also a Member of the Adoption and Permanence Panel and brought this prospective to the decision making processes. An adoptive parent participates in preparatory groups.

Areas for improvement

The service could consider how to increase adopters involvement in the strategic development of the service, such as the implementation of post adoption support plans.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

Robust assessments were carried out on applicants to ensure they were able to meet the needs of children, of whom; many may have had a disadvantaged start to life. Second opinion visits took place by line management to verify the suitability of the applicant and added to the assessment, which was presented to the adoption panel.

Permanency Planning meetings were held to ensure adoption was the most suitable long term plan for the child. The history of the child, a detailed profile of the child and an assessment of need were compiled using British Adoption and Fostering (BAAF) Form E documentation. Matching meetings were held to ensure the proposed adopters were the best possible match for the child. Adopters were impressed with the efforts made by the service to match them with children. Adopters, who met with the Inspector, felt the match of children had been excellent and as a result the children settled quickly. The service had also used the BAAF adoption exchange day and had been successful in finding a suitable match for two siblings.

Linking meetings were well organised with help to make the most appropriate move-on plan for the child. There was evidence of good communication between adopters and foster carers to help smooth the transition for children. Foster carers who had significant relationships with children were supported to have ongoing contact with the child and adopters over a period of time. This was regarded as helpful to children in minimising feelings of rejection and to the adopters if seeking information and advice about the child's daily routine and preferences.

Specialist assessments were carried out when needed to ensure the appropriate planning for the child. This included the consultation regarding the needs of children of dual heritage and sibling assessments to determine future planning for sibling groups.

Adopters spoke positively about post placement contact and expressed being well supported by the service. There was good co-ordinated planning for the child's needs in terms of education, health and emotional support. A detailed health assessment of the child was carried out and specific needs identified. If necessary adopters could meet with the Medical Adviser to discuss the child's health and wellbeing needs. This enabled Adopters to give due consideration as to their ability to meet the child's needs, not only at the point of adoption but also in the future.

There was evidence that the adopters received very good support from their social worker regarding the ongoing health and wellbeing needs of the child. For example, this included support from a child educational psychologist. Another was a letter of support for a child to attend a specific nursery.

There was a good sharing of information between foster carers and adopters. This included routines, preferences and the passing on of memory box contents.

There was evidence that children benefited from being in adoptive placements, such as forming attachment with adopters, forming friendships, achieving in school and nursery setting and growing and developing within a secure base.

There were excellent support arrangements in place to ensure ongoing contact with siblings.

The service funded the Scottish Adoption Advisory Service (SAAS) to carry out origin work and support to adopters and adopted children.

The service was funding post adoption allowances for some children who met the criteria.

The service was introducing formal adoption support plans for those children and adopters who required this and two had been to the panel for endorsement.

Areas for improvement

Whilst there was evidence of good post placement support being provided there was a lack of recording of practical considerations and how these would be managed. (See recommendation below).

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 1

Recommendations

1. Recommendation with reference to Theme 1, Statement 3:
The service should improve how it records the plans for managing practical arrangements between the time period between placing a child in a pre-adoptive placement and when the adoption becomes legal. This is to meet with Standard 32.7 Providing a Good Quality Service. National Care Standards for Adoption Agencies.

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

Please refer to Theme 1, Statement 1.

Areas for improvement

Please refer to Theme 1, Statement 1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths

Family placement workers were all registered with the Scottish Social Service Council (SSSC) and were aware of the need to adhere to the code of practice. All staff held professional qualification in Social Work and had further specific training provided by British Adoption and Fostering (BAAF) for family placement work. Staff members were provided mandatory training and child protection training and refresher updates. Some staff held a certificate in child protection studies and other workers had completed the BAAF training 'Securing Better Futures' course. The assistant service manager had commenced a Leadership and Management course. In addition staff members had been given the same opportunities as foster carers and adopters to attend the training provided by the specialist speakers on childhood trauma and attachment.

Staff members all spoke of being well supported by immediate line management. Regular formal supervision and annual appraisals were taking place. Family placement workers advised the Inspector that while supervision was valuable, so too was the readily provided day-to-day advice and guidance from management.

Family placement workers had been given the opportunity to complete questionnaires about the service provided by management. Responses were that training and support was very good and development opportunities were made available. Family placement workers graded the management of the service as very good.

Staff members continue to have access to latest research findings and the service is pro-active in seeking ways to implement findings into practice, such as the Wakefield enquiry prompting the sourcing training for family placement workers, "Assessing gay and lesbian carers" where valuing diversity was the main focus.

Staff members have access to the quarterly mailing distributed by BAAF which contains details of current issues including notice of conferences, the journal and a selection of new publications which staff then access.

Staff also had access to Care Knowledge, an online resource providing information on current research, policy and practice developments. One member of the family placement team attends the child protection practitioners' meeting.

Staff members were encouraged to keep abreast of and contribute to local and national practice developments. This included contributing their views to the Children and Young People Bill and being part of a short life working group looking at adoption support plans.

The service had held a team development day and had agreed priorities in terms of workload planning. There was discussion regarding of the findings of the 'Wakefield Report' which highlighted the need for change in the way same sex couples are assessed and supervised as well as major findings in a lack of safeguarding practices for children. An adoption and permanence development day had also taken place in which staff contributed to the service development plan and discussed origins counselling.

When necessary the service sought advice from specialists to guide practice and inform decision making such as, when permanence planning for children of dual heritage.

Case notes also contained evidence of management knowledge and support of staff as they make joint decisions about individual cases.

Staff members were clear about their responsibility to ensure that the children were receiving care which was appropriate to their needs and of good quality. Staff members promoted this by providing good support and guidance to adopters during regular contact.

Areas for improvement

The service could consider involving adopters in the appraisal of family placement workers and also adopting a 360 degree approach to management appraisals.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths

Please refer to Theme 1, Statement 1.

Areas for improvement

Please refer to Theme 1, Statement 1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

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

Service strengths

The service had a range of quality assurance tools used to assess performance and build on service improvements and this was embedded throughout the service. All adopters and staff received a questionnaire when they have attended the Fostering and Adoption Panel, which were collated and discussed at the Panel Business Meeting, to assist in improving and developing the service.

Stakeholders were routinely invited to comment on the quality of the service such as, Scottish Adoption and were extremely positive about partnership working with the service. Placing social workers were positive in their responses to working with the service. The service invited birth parents to give their views at the adoption and permanence panel. Prior to the panel, birth families were invited to meet with the assistant service manager and a member of the panel to give their views.

Home studies carried out on adoption applicants were robust and second opinion visits were carried out prior to reports being submitted to the adoption and permanence panel.

The assistant manager provided quality control and report writing guidance to area team social workers on permanency and legal reports for children. The assistant service manager monitored that timescales were not being exceeded in the completion of these reports.

Case files audits are carried out by the assistant service managers and findings discussed with family placement staff.

The service had increased the membership of the adoption panel to ensure a good representation from different disciplines. There was an independent chair who came with experience and knowledge in the field of fostering and adoption. Panel members who spoke with the Inspector advised they were given sufficient time, prior to panel, to read the reports and time within the panel schedule to fully consider their decision. Training was provided for the members of the fostering and adoption panels to keep updated with best practice.

The service had invited children's panel members to observe the adoption panel to increase awareness of the permanency process and develop clearer understanding of each other's roles and responsibilities.

There was a complaints procedure and there was evidence of adopters or applicants being supported to complaint when unhappy with the conduct of other agencies, with whom they came into contact during the process of adopting.

The service completed a very detailed annual report and provided the development plan for the service. The service kept a record of all enquiries and recorded the reasons why assessments were not progressed.

The Contract Monitoring Team collates and monitors progress on the Care Inspectorate's action plans.

The service complies with the Care Inspectorate and SSSC in reporting any significant incidents and is aware of the need to inform the SSSC of issues of staff misconduct.

Areas for improvement

The service should consider providing feedback to participants who took part in quality assurance questionnaires and advising on how this has influenced the improvement plan of the service.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

N/A.

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Staffing - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Management and Leadership - 5 - Very Good	
Statement 1	5 - Very Good
Statement 4	5 - Very Good

6 Inspection and grading history

Date	Type	Gradings
24 Mar 2010	Announced	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership Not Assessed
31 Mar 2009	Announced	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership 5 - Very Good

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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Care service inspection report

Neil Street Childrens Unit

Care Home Service Children and Young People

41 Neil Street
Greenock
PA16 9JA
Telephone: 01475 715809/10

Inspected by: Jan Strain

Type of inspection: Unannounced

Inspection completed on: 17 January 2013



HAPPY TO TRANSLATE

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Service provided by:

Inverclyde Council

Service provider number:

SP2003000212

Care service number:

CS2003001105

Contact details for the inspector who inspected this service:

Jan Strain

Telephone 0141 843 6840

Email enquiries@careinspectorate.com

Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Environment	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

What the service does well

The service continues to demonstrate an outstanding commitment to listening to young people and valuing their views. The service provider's Corporate Parenting Policy emphasises its commitment to making sure young people achieve their potential.

What the service could do better

The service aims to continue to monitor outcomes with reference to best practice guidance.

What the service has done since the last inspection

The service has continued to support young people explore different interests and activities, rewarding their achievements.

Conclusion

The service has maintained exceptionally high standards of performance in all Quality Themes. Young people clearly benefit from a nurturing environment where their needs and wishes are always the primary consideration.

Who did this inspection

Jan Strain

1 About the service we inspected

Social Care and Social Work Improvement Scotland (SCSWIS) regulates care services in Scotland. It awards grades for services based on the findings of inspections. These grades, including any that services were previously awarded by the Care Commission, are available on www.scswis.com.

Before April 1st 2011 this service was registered with the Care Commission. On this date the new scrutiny body Social Care and Social Work Improvement Scotland (SCSWIS) took over the work of the Care Commission including the registration of care services. This means that from April 1st 2011, this service continued its registration under the new body SCSWIS.

Neil Street Children's Unit provides a service for a maximum of 8 children and young people who are looked after and accommodated by Inverclyde Council, Social Work Services. The service also supports young people who have moved into their own tenancies.

The service is situated in a residential part of Greenock close to the town centre amenities. All young people have a single bedroom and there are ample social and quiet areas within the home.

The ethos of the service is stated as 'we aim to provide an environment for young people which actively promotes positive growth and change within a caring and structured residential setting with caring and motivated staff.'

Based on the findings of this inspection this service has been awarded the following grades:

- Quality of Care and Support - Grade 6 - Excellent**
- Quality of Environment - Grade 6 - Excellent**
- Quality of Staffing - Grade 6 - Excellent**
- Quality of Management and Leadership - Grade 6 - Excellent**

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0845 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

We wrote this inspection report following an unannounced inspection which was carried out by Jan Strain, Inspector. The inspection visit took place on 30 November 2012. Following the visit we consulted with external agencies.

During the inspection process we gathered evidence from various sources including the following:

- Meetings with young people
- Meetings with staff members
- Meeting with the service manager
- Support plans
- Records of young people's consultation events
- Records of staff meetings
- Service questionnaires
- Participation policy
- Records of staff training
- Staff supervision records

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects

of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firelawscotland.org

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a fully completed self assessment document from the service provider. We were satisfied with the way the service provider had completed this and with the relevant information they had given us for each of the headings that we grade them under.

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

Taking the views of people using the care service into account

We have referred to some comments made by young people within the report. Other comments included:

"It's really good here"

"Whatever you'd like to happen, staff help you get it"

"Staff will give you all the support you need"

"They look after you really well. If I'm out and come back late there is always a snack for me"

"I think the staff are really caring"

Taking carers' views into account

No carers were spoke with during this inspection.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths

The service clearly demonstrated an outstanding level of commitment to making sure young people's views were listened to and valued. This reflected the service provider's dedicated approach to consulting with young people in their care.

Young people we spoke with told us staff listened to their views. They said they could talk to staff and ask for things they wanted or needed. If they asked for anything or had any problems, staff would always do their best to sort things out for them.

Comments from young people included:

"I can talk to any of the staff about anything"

"Staff are always asking how I'm doing and making sure I'm happy"

We found staff promoted the use of children's rights officers. They visited the service regularly and met with young people. They also met with the service manager to give feedback on young people's views. This was a good support for young people and helped maintain a focus on involvement and consultation within the service.

The service had a policy which described how services involved young people in making decisions. Staff members were all familiar with this document and good quality training had been made available to promote participation. We found staff demonstrated a respect for young people's rights and clearly encouraged them to share their views.

The service made sure young people had different opportunities to get involved or give their views. This meant young people could choose how to get involved. They

could use the service's suggestion box or complete satisfaction questionnaires. The service provider also consulted with young people via an online tool called "Viewpoint". Child protection workers were involved in monitoring and assessing information to make sure there were appropriate responses to comments made.

The service had developed a brochure that told young people all about staying at the service. Young people were involved in making the brochure and it was in a bright format using straightforward language. There was also a brochure for adults such as social workers and parents which gave them the information they needed.

Young people and staff were involved in producing a Newsletter which gave information about the service and highlighted achievements and celebrations. Parents and carers benefited from this communication.

It was clear the service consulted with young people in planning their support and developing ideas for activities and events. There were many examples of the service responding to young people's views and some of these are outlined in Quality Statement 1.3.

Areas for improvement

The service aimed to continue to promote young people's and carers' participation and ask them for their views.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

The service provider ensured staff members were offered a comprehensive range of training to meet young people's health needs. This included good quality training on separation and loss. Staff and management clearly demonstrated an understanding of the emotional difficulties that young people could face. There was a clear commitment to making sure young people had as much consistency as possible. For example, efforts were made to reduce the number of different placements for them and where possible to accommodate them in services they were familiar with.

The service's commitment to the Getting it Right for Every Child (GIRFEC) approach was clearly demonstrated in its performance. Outcomes such as making sure young people were nurtured and healthy formed the basis of care planning.

The service provider's Corporate Parenting Strategy clearly outlined its goal for staff to have the same aspirations for young people who were accommodated as they would for their own children. This was demonstrated in the way the service responded to young people's needs and their hopes and wishes. It made sure young people benefited from many positive experiences, including hobbies, trips and holidays. Recent camping trips which were organised as a result of a suggestion from young people had been particularly successful. The service had also organised an Olympic Challenge which involved a range of physical challenges for young people and staff. A closing ceremony acknowledged everyone's achievements.

The service was also clearly dedicated to helping young people maintain education placements and get fully involved with related activities such as trips and outings. If necessary, staff would accompany young people and teaching staff on trips to offer support. The service provider made sure staff were supported to respond to any difficulties young people had with education. A separate room equipped with computers could be used for home learning if this was needed in the short term. This approach made sure young people felt included and, where possible, enjoyed the social and educational benefits of attending a local school.

The service clearly encouraged and enjoyed ongoing contact with young people who had left the service. There were regular visits by young people who had their own flats. If they had any problems or simply wanted to pop in for a chat they were clearly welcome. The service organised events such as 21st birthday parties and baby showers. They were invited to share meals or to celebrations. We met with a young person who was visiting on the day of the inspection. He told us he always felt welcome in the service and thought of it as his home. He said the service helped him with any problems with his accommodation as it was his first flat.

We could see young people were well supported to keep in good health. They had regular health reviews which were carried out by the service's LAAC (Looked After and Accommodated Children) nurse. When young people moved into the service they had a full health assessment to make sure any problems were addressed without delay. There were then regular health checks just to make sure there were no problems. LAAC nurses worked with the service in its approach to medication, helping the service to assess young people's ability to take responsibility for their own medication. If young people were taking medication the service recorded all the necessary information about it.

Areas for improvement

The service aimed to continue to monitor the quality of care planning and identify any ways it could improve performance.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

Service strengths

In Quality Statement 1.1 we described how the service involved young people and made sure their views were listened to and valued. Questionnaires which were given to young people, carers and other agencies asked for views on quality of accommodation.

The service consulted with young people about improvements to the accommodation. Young people's rooms were decorated in accordance with their own tastes and preferences. There were a number of rooms which could be used if young people needed additional space for things like sports equipment or musical instruments.

Areas for improvement

The service aimed to continue to involve young people in decisions about the environment and listen to their views.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We make sure that the environment is safe and service users are protected.

Service strengths

The service's accommodation was in a residential area and provided a homely and welcoming environment. The service had been located there for many years and was therefore well established and supported within the neighbourhood. We could see the building was located in a good environment for young people.

We could see that important repairs were carried out without delay. If the service considered a repair to be urgent it was generally seen to within 24 hours by the local authority's building services. The service also benefited from having input from a handyman who took responsibility for minor repairs and upkeep of the building. He was well known to young people and clearly related well to them.

We observed a pleasant lunchtime with young people, care staff and a visitor spending time together. We found young people were clearly the focus of discussion and attention.

The service had information which helped staff to support young people at times of particular stress or crisis. Individual Crisis Management Plans (ICMPs) offered guidance on how to respond to young people when they were getting upset or distressed. There was good detail in these and a focus on staff knowing the needs of each young person and being able to help calm things down.

If there were any serious incidents at the service staff recorded these. The service manager examined these records and made sure any changes to care plans or staff practice were made. External managers also viewed this information. This helped them to monitor how effectively the service was responding to incidents.

As discussed, the child protection team worked with staff to monitor young people's safety and well being. All staff had received child protection training and were issued with a pocket sized reference card. There was multi agency training given which offered staff opportunities to discuss best practice and learn from other workers' experiences and knowledge. Staff from other agencies told us they were confident the service offered a safe and secure environment and a good level of care.

Areas for improvement

The service's approaches to maintaining a safe environment continued to be monitored internally and externally. The service clearly aimed to continue to respond to any need for improvement.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

In previous Quality Statements we referred to the different ways young people participated and expressed their views. We found young people and carers were consulted about the quality of staff. The service provider's participation strategy ensured young people are involved in decisions about things that affected them, including staff and training issues.

We found young people continued to be involved in staff recruitment, including interviews. It was clear their views were listened to by staff and that their participation in staff recruitment was considered vital by the service provider.

The service provider demonstrated that young people's views and opinions were featured in staff training events. Using different methods such as podcasts, art and drama, these views provided a focus for staff members and supported them in their development.

Areas for improvement

The service aimed to continue with its programme of participation events and listen to young people's views.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths

It was clear the service provider made sure staff training and development opportunities focused fully on young people's needs and wishes. As discussed, their views featured highly in various staff events and training. Within the service we found staff and management reflected this child centred approach.

We found the management and staff team, including ancillary staff, demonstrated a commitment to providing a homely environment and a good quality service. Our observations were of positive responses by the team, with an emphasis on praise and nurturing rather than sanctions. There was a high level of flexibility in staffing arrangements to make sure young people's needs were met. We met with external managers who confirmed the service provider's ongoing commitment to increasing staffing numbers where necessary.

Young people expressed positive views about staff, including the following comments:

"Staff are great"

"I don't know how staff manage to stay so calm but they always do"

"I've never seen staff in a bad mood or anything. They're always nice"

The service worked with staff within their own organisation and in other departments to make sure young people were getting the support they needed. We mentioned effective co working with education staff to help young people benefit from school trips and outings. We have also referred to the positive joint work with child protection staff to promote the safe care of young people.

The service provider clearly supported staff to develop their skills with a range of training opportunities and learning methods available. There were expectations that staff received regular formal supervision and appraisal and practice within the service demonstrated these were met. The GIRFEC approach which we spoke about in Quality Statement 1.3 provided a focus for staff supervision and appraisal. This meant discussions about staff practice and development focused on the associated outcomes.

We found the service provider listened to staff views and consulted with staff members about changes or developments. There had been a recent emphasis on team building and staff had benefited from a team development day away from the service.

Areas for improvement

It was clear the service provider was committed to monitoring quality, including approaches to supervision and appraisal.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths

In previous Quality Statements we discussed young people's involvement. There was a clear commitment at organisational level to the full and effective involvement of young people. As well as expectations of participation at service level, there was an ongoing programme of larger participation events. These were focused on things like education and internet access. Young people participated in discussion and outcomes and action plans were recorded.

We discussed young people's involvement in staff training and recruitment. They had participated in interviews for senior staff members and continued to provide input for training and development days. Young people had also met with representatives from other agencies and elected members. They were able to share their own experiences and help to improve services.

We found staff supervision and appraisal focused on the needs of young people and referred to their views. It was clear the service provider maintained a commitment to continuous improvement with feedback from young people and their representatives forming the basis of development plans.

Areas for improvement

The service aimed to continue with its programme of consultation and involvement.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

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

Service strengths

The service provider monitored the quality of its services effectively. Central to this was making sure it got feedback from young people and their representatives. As discussed, the service demonstrated excellent participation arrangements which meant it monitored the outcomes for service users. These outcomes reflected those associated with the GIRFEC approach we mentioned earlier. We found the service listened to the comments made about it and was willing to change or try new things such as different activities or trips.

The service demonstrated a range of internal and external audits and checks designed to monitor quality. The service manager completed an annual self assessment which was verified by external managers. Any areas for improvement were identified and action plans agreed where necessary. External managers also carried out quarterly audits.

The service manager ensured she was available at the service during different shifts to meet with staff and observe practice. Supervision and appraisal meetings involved thorough discussion about staff performance and any areas for development.

We found the service provider maintained links with professional organisations and child care education centres. Representatives regularly attended learning events and conferences to contribute to discussions about good practice in child care. This involvement in wider networks promoted a good awareness within the organisation of new studies or developments in the area of looked after children.

It was clear the service benefited from effective leadership which promoted a commitment to quality assurance within the whole staff team. Staff members we spoke with demonstrated a desire to provide good quality care for young people. They told us they were supported to develop new skills and contribute to service planning.

The service provider's approach to improving the educational outcomes for young people reflected the aims of "We Can and Must Do Better", a Scottish Government paper aiming to address barriers faced by looked after children. The service's performance in supporting young people with their education reflected these aims and indicated considerable success in this area.

Areas for improvement

As discussed, the service provider was clearly committed to ongoing improvement. Rigorous quality assurance procedures were in place to identify any areas for improvement.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Environment - 6 - Excellent	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
Quality of Staffing - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Management and Leadership - 6 - Excellent	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

6 Inspection and grading history

Date	Type	Gradings
24 Aug 2011	Unannounced	Care and support 6 - Excellent Environment 6 - Excellent Staffing Not Assessed Management and Leadership Not Assessed
28 Jan 2011	Unannounced	Care and support 6 - Excellent Environment Not Assessed Staffing Not Assessed Management and Leadership Not Assessed
26 Aug 2010	Announced	Care and support 6 - Excellent Environment Not Assessed Staffing Not Assessed Management and Leadership 6 - Excellent

Inspection report continued

20 Jan 2010	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 6 - Excellent Not Assessed
10 Jun 2009	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good
8 Jan 2009	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good
11 Aug 2008	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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Care service inspection report

Crosshill Home

Care Home Service Children and Young People

Crosshill Home
1 Crosshill Place
Port Glasgow
PA14 5UF

Telephone: 01475 715635

Inspected by: Jan Strain

Type of inspection: Unannounced

Inspection completed on: 14 March 2013



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Service provided by:

Inverclyde Council

Service provider number:

SP2003000212

Care service number:

CS2003001104

Contact details for the inspector who inspected this service:

Jan Strain

Telephone 0141 843 6840

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Environment	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

What the service does well

The service provides a safe and nurturing environment for young people. It is dedicated to involving young people and listening to their views. The service provider's Corporate Parenting Strategy ensures young people's needs and wishes are paramount in its approach to service provision and staff development.

What the service could do better

The service has continued to achieve grades of "Excellent" for all Quality Themes. It aims to continue to monitor and evaluate the quality of its services to ensure these high standards are maintained.

What the service has done since the last inspection

The service has continued to provide imaginative ways to involve young people. For example it had a development day for staff and service users which involved outdoor activities as well as consultation with young people.

Conclusion

The service provider clearly strives for excellent standards of care for the young people it accommodates. It evidently leads the way in this area and continues its involvement in national discussions and initiatives. The positive outcomes achieved

by the service reflect the service provider's commitment to maintaining high standards of care and participation.

Who did this inspection

Jan Strain

1 About the service we inspected

Crosshill Care Home is registered to provide care and accommodation for young people who are looked after and accommodated by Inverclyde Council, Social Work Services. It recently reduced the number of young people it looks after from 12 to 6 as part of a wider restructuring by the service provider. A variation to amend its registration to reflect this was recently approved.

Crosshill is a large house situated in a residential area of Port Glasgow and is deemed to be a 'generic and assessment' unit .

The aim of the service is 'to provide a person centred approach which will incorporate a holistic assessment of needs for each individual young person taking into account their own life experiences.'

Before 1 April 2011 this service was registered with the Care Commission. On this date the new scrutiny body, Social Care and Social Work Improvement Scotland (Care Inspectorate), took over the work of the Care Commission, including the registration of care services. This means that from 1 April this service continued its registration under the new body, Care Inspectorate.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support - Grade 6 - Excellent
Quality of Environment - Grade 6 - Excellent
Quality of Staffing - Grade 6 - Excellent
Quality of Management and Leadership - Grade 6 - Excellent

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.scswis.com or by calling us on 0845 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

We wrote this inspection report following an unannounced inspection which was carried out by Jan Strain, Inspector. The inspection visit took place on 7 February 2013.

During the inspection process we gathered evidence from various sources as follows:

- Meetings with young people
- Meetings with staff members
- Meetings with senior staff and external manager
- Telephone discussions with carer and previous service user
- Support plans
- Medication records
- Records of young people's meetings
- Records of staff meetings
- Staff supervision records
- Service questionnaires
- Records of building safety checks and repairs
- Examination of relevant policies and procedures

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects

of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firelawscotland.org

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a fully completed self assessment document from the service provider. We were satisfied with the way the service provider had completed this and with the relevant information they had given us for each of the headings that we grade them under.

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

Taking the views of people using the care service into account

Young people's comments about the service included the following:

"It's good here"

"I'm really happy here"

"I feel settled now. I don't want to move anywhere else"

"I feel like this is my home and my family are here"

"It's really great here"

"It's like my family here"

"All the staff are fine but some are amazing"

Taking carers' views into account

Carers and previous service users made the following comments:

"The service did everything they could for my relative"

"They do their utmost to look after young people"

"I absolutely love the staff there"

"Personally I think it was a good place for me"

"I never imagined it would be so good"

"We all got to pick things for our rooms"

"I still keep in touch although I left a while ago. I feel I will always be welcome. It's great having somewhere to go and people to turn to"

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths

The service provider evidenced a dedicated approach to consulting with young people in their care. This was a consistent theme throughout our inspection. The service clearly demonstrated an exemplary approach to involving young people and making sure their views were listened to and valued.

It was clear young people felt they were involved in decisions that affected them. All of the young people we spoke with told us they were happy at the service. Their comments included:

"I'm always being asked if I'm doing okay"

"As soon as I come in staff check I'm okay. They never just ignore you"

"Staff make sure I'm doing okay. They're always checking on me"

We spoke with someone who previously stayed at the service. She told us she felt she was still welcome to visit and believed she could still turn to staff if she needed someone to talk to.

We found staff promoted the use of children's rights officers. They visited the service regularly and met with young people. They also met with the service manager to give feedback on young people's views. This was a good support for young people and helped maintain a focus on involvement and consultation within the service.

The service had a policy which described how services involved young people in making decisions. Staff members were all familiar with this document and good quality training had been made available to promote participation. We found staff

demonstrated a respect for young people's rights and clearly encouraged them to share their views.

We could see the service aimed to make sure documents were in a good format for young people. Language was not made too complicated and there was good use of bright pictures and symbols. Young people were regularly asked to participate in developing documents to make sure these were meaningful to them.

The service made sure young people had different opportunities to get involved or give their views about the service. There were regular young people's meetings. They could use the service's suggestion box or complete satisfaction questionnaires. The service provider also consulted with young people via an on-line tool called "Viewpoint". Child protection workers were involved in monitoring and assessing information to make sure there were appropriate responses to comments made.

The service had developed a brochure that told young people all about staying at the service. Young people were involved in making the brochure and it was in a bright format using straightforward language.

Staff and management at the service clearly involved young people in planning different activities and events. Most were taking part in a sponsored walk and the proceeds would go to a local fund which was connected with the service. The service had recently had a staff and young people's development day which took place outdoors. Young people were involved in planning this and agreeing outcomes. Photographs of this event were displayed at the service.

Areas for improvement

The service aimed to continue to involve young people in monitoring how well it was performing. Events like the recent development day provided a relaxed and enjoyable way for them to do so.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

The service provider actively promoted the importance of the Getting it Right for Every Child (GIRFEC) paper produced by the Scottish Government. Outcomes such as making sure young people were nurtured and healthy formed the basis of care planning.

The service provider's Corporate Parenting Strategy clearly outlined its goal for staff to have the same aspirations for young people who were accommodated as they would for their own family. The service made sure young people had positive experiences and that their individual talents and ambitions were nurtured. In our discussions and observations we could see that young people benefited from a positive and homely environment.

We could see that staff members were offered a comprehensive range of training to meet young people's health needs. This included good quality training on separation and loss. Staff and management clearly demonstrated an understanding of the emotional difficulties that young people could face and acknowledged the role of family members. The service provider, with the support of its services, made sure young people benefited from consistency and familiarity. For example, young people were often accommodated in a service they had stayed at before to reduce anxiety.

The service provider demonstrated outstanding responses to supporting young people in educational placements. The service had good working relationships with schools and projects which meant young people got the help and support they needed to overcome difficulties. Feedback from teachers about the support given to young people in their schools was very positive.

Young people who had left the service were clearly welcome to visit. As discussed earlier in the report, we spoke with one previous service user who confirmed this. We found this added to the security of young people whilst at the service as they were able to see evidence of the service's long term commitment to them.

We could see young people were well supported to keep in good health. They had regular health reviews which were carried out by the service's LAAC (Looked After and Accommodated Children) nurse. When young people moved into the service they had a full health assessment to make sure any problems were addressed without delay. There were then regular health checks just to make sure there were no problems. LAAC nurses worked with the service in its approach to medication, helping the service to assess young people's ability to take responsibility for their own medication. If young people were taking medication the service recorded all the necessary information about it.

All the young people we spoke with made positive comments about the cook. They said she took time to talk with them and they liked sitting in the kitchen while she was preparing food. Young people told us she was always happy to get their feedback and their suggestions about different meals. Menus looked balanced and nutritious and it was clear the service monitored the quality of young people's diet.

Areas for improvement

The service aimed to continue to promote healthy lifestyles. Staff evidenced an enthusiastic approach to thinking of new ideas for activities and events.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

Service strengths

In Quality Statement 1.1 we described how the service involved young people and made sure their views were listened to and valued. Questionnaires which were given to young people, carers and other agencies asked for views on quality of accommodation.

The service consulted with young people about improvements to the accommodation. Young people's rooms were decorated in accordance with their own tastes and preferences. Young people's comments included:

"I like my room. It looks the way I wanted it to look"

"I get money to buy things for my room and make it look nice"

We spoke with a parent and a previous service user who confirmed young people chose how they wanted their room to look.

As the service had reduced the number of young people it was caring for, there was now additional space. There were discussions with one young person about extending her room as she occupied one of the smaller rooms.

The accommodation had a lot of pictures and mementos from young people's activities. One photograph from a recent development day in the countryside had been made into a large print for the wall. It was clear young people liked this being on display and associated it with an enjoyable event.

Areas for improvement

The service aimed to continue to involve young people in improvements to the accommodation.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We make sure that the environment is safe and service users are protected.

Service strengths

The service's accommodation was on the outskirts of a residential area. Despite it being in a large building which previously accommodated a higher number of young people it provided a homely and welcoming environment. The service had been located there for many years and was well established as part of the community. Due to its size the service had given thought to security of the building, consulting with relevant agencies and young people.

We could see that important repairs were carried out without delay. If the service considered a repair to be urgent it was generally seen to within 24 hours by the local authority's building services. The service also benefited from having input from a handyman who took responsibility for minor repairs and upkeep of the building. He was well known to young people and clearly related well to them.

It was clear young people were comfortable in their surroundings. There were different communal areas for them to relax in. We saw they spent time in the kitchen area talking to the chef. All of the young people we spoke with told us they felt safe and secure at the service.

The service had information which helped staff to support young people at times of particular stress or crisis. Individual Crisis Management Plans (ICMPs) were held for each young person and these identified the best ways to respond. These offered guidance on how to respond to young people when they were getting upset or distressed. There was good detail in these and a focus on staff knowing the needs of each young person and being able to help calm things down. Where appropriate, other services offered support to young people who were presenting difficulties with their behaviour. These included the local Child and Adolescent Mental Health Service (CAMHS). The CAMHS team clearly offered effective support for young people and guidance for staff in responding to their needs.

Staff recorded any incidents at the service and these were examined by the manager. Good consideration was given to the service's response to these. External managers also viewed this information. This helped them to monitor how effectively the service was responding to incidents.

As discussed, child protection staff worked with staff to monitor young people's safety and well being. All staff had received child protection training and were issued with pocket sized reference card. There was multi agency training given which gave staff opportunities to discuss best practice and learn from other workers' experiences and knowledge.

In our discussions with staff members we found they demonstrated good awareness of safe care issues within the service. They described how they responded to individual young people to promote their safety and well being. They evidenced a balanced approach to managing risks, making sure young people were free to enjoy normal teenage activities. They described young people in very positive terms, but with an understanding that sometimes they needed support to manage their behaviour.

Areas for improvement

The service continued to monitor young people's safety and review any assessed risks.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

In previous Quality Statements we referred to the different ways young people participated and expressed their views. We found young people and carers were consulted about the quality of staff. The service provider's participation strategy ensured young people were involved in decisions about things that affected them, including staff and training issues.

We found young people continued to be involved in staff recruitment, including interviews. It was clear their views were listened to by staff and that their participation in staff recruitment was considered vital by the service provider. Young people taking part in recruitment procedures were always contacted and thanked for their contribution.

The service provider demonstrated that young people's views and opinions were central to a range of staff training events. Using different methods such as pod-casts, art and drama, these views provided a focus and supported staff in their development. It was clear young people's needs were always the primary consideration.

Areas for improvement

The service continued to develop ways for young people to give feedback about staff performance.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths

As discussed in the previous Quality Statement, the service provider made sure young people's needs were the focus of staff training and development opportunities. They contributed to a range of staff events and training. Within the service we found staff and management reflected this child centred approach. In discussions with staff and in our observations we could see young people's needs were their primary concern. It was clear staff brought a good deal of energy and enthusiasm to their work at the service.

We found the management and staff team, including ancillary staff, demonstrated a commitment to providing a homely environment and a good quality service. In line with the service provider's policy, there was an emphasis on positive responses by the team rather than an over use of sanctions. There was a high level of flexibility in staffing arrangements to make sure young people's needs were met. We met with external managers who confirmed the service provider's ongoing commitment to increasing staffing numbers where necessary.

Young people and carers expressed positive views about staff, including the following comments:

"Staff here are brilliant"

"I like all the staff"

"Staff are really supportive of the young people"

"I remember when I came here. I settled in immediately. That was because staff were so nice and made sure I was okay"

"I love the staff. I couldn't fault any of them"

The service worked with staff in other departments to make sure young people were getting the support they needed. We mentioned effective co working with education staff and the positive feedback about staff and management. We have also referred to the positive joint work with child protection staff to promote the safe care of young people. Within the organisation we could see there was a clear expectation that looking after young people and making sure they were okay was everyone's job. There was also a shared responsibility for young people who were accommodated in other services run by the service provider. For example, they would be given lifts home if they were with young people from the service or seen out and about late at night.

The service provider clearly supported staff to develop their skills and reach their potential. Staff told us their views and contributions to service planning were valued. There were expectations that staff received regular formal supervision and appraisal

and practice within the service demonstrated these were met. Discussions about staff practice and development focused on outcomes for young people.

The service had recently had some staff changes due to the service provider's commitment to reducing the number of young people in each of its care home services. New staff described their new working environment as very supportive and told us they had been welcomed to the service by existing staff and management.

Areas for improvement

The service aimed to continue to make sure staff had all the training they needed in order to offer good quality support to young people.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths

In previous Quality Statements we discussed young people's involvement and how they expressed their views about the service. There was a clear commitment at organisational level to making sure young people had a say about things that affected them. As well as expectations of participation at service level, there was an ongoing programme of larger events. These were focused on things like education and internet access. Young people took part in discussion and outcomes and action plans were recorded.

We have mentioned young people's involvement in staff training and recruitment. They had participated in interviews for senior staff and continued to provide input for training and development days. We have talked about the recent staff and young people's development day which was jointly planned. This involved everyone taking part in outdoor activities and getting young people's views about the service.

We found staff supervision and appraisal focused on the needs of young people and referred to their views. It was clear the service provider maintained a commitment to continuous improvement with feedback from young people and their representatives forming the basis of development plans.

Carers and young people made positive comments about the service manager. These included:

"The manager is amazing"

"The managers (service manager and deputy) are amazing. They're hilarious together"

"The manager is very good at what she does"

"The manager is down to earth. She is so approachable"

"I know she always has time for me"

The service's self assessment document clearly referred to staff and young people's views. It therefore reflected a full examination of outcomes.

Areas for improvement

The service aimed to continue to use imaginative ways to involve young people and engage them in discussions about developments.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

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

Service strengths

It was clear the service provider monitored the quality of its services effectively. Central to this was making sure it got feedback from young people and their representatives. As discussed, the service demonstrated excellent participation arrangements which meant it monitored the outcomes for service users. These outcomes reflected those associated with the GIRFEC approach. Young people also participated in wider networks where organisational issues were discussed. They had different opportunities to express their views about how their service was run.

The service demonstrated a range of internal and external audits and checks designed to monitor quality. The service manager completed an annual self assessment which was verified by external managers. Any areas for improvement were identified and action plans agreed where necessary. The external manager carried out quarterly audits and visited the service regularly. She was well known to young people and had good knowledge of each of their progress. Young people we spoke with expressed positive views about her.

The service manager ensured she was available at the service during different shifts to meet with staff and observe practice. This meant supervision and appraisal meetings involved thorough discussion about staff performance and any areas for development.

We found the service provider maintained links with professional organisations and child care education centres. Representatives regularly attended learning events and conferences to contribute to discussions about good practice in child care. This involvement in wider networks promoted a good awareness within the organisation of new studies or developments in the area of looked after children. Other agencies working with young people at the service, including social work and education, were asked for feedback about the service's performance.

It was clear the management team at the service was highly regarded by staff and young people. There was effective collaborative working and good communication which evidently led to a motivated staff team keen to contribute. Staff members we spoke with demonstrated a desire to provide good quality care for young people. They told us they were supported to develop new skills and play a part in developing the service.

Areas for improvement

The service aimed to continue to listen to feedback and reflect this in development planning.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Environment - 6 - Excellent	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
Quality of Staffing - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Management and Leadership - 6 - Excellent	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

6 Inspection and grading history

Date	Type	Gradings	
12 Jan 2011	Unannounced	Care and support	6 - Excellent
		Environment	Not Assessed
		Staffing	Not Assessed
		Management and Leadership	Not Assessed
29 Jul 2010	Announced	Care and support	6 - Excellent
		Environment	Not Assessed
		Staffing	Not Assessed
		Management and Leadership	6 - Excellent
3 Mar 2010	Unannounced	Care and support	6 - Excellent
		Environment	Not Assessed
		Staffing	6 - Excellent
		Management and Leadership	Not Assessed

Inspection report continued

22 Oct 2009	Announced	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Care and support</td> <td style="text-align: right;">6 - Excellent</td> </tr> <tr> <td>Environment</td> <td style="text-align: right;">6 - Excellent</td> </tr> <tr> <td>Staffing</td> <td style="text-align: right;">5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td style="text-align: right;">5 - Very Good</td> </tr> </table>	Care and support	6 - Excellent	Environment	6 - Excellent	Staffing	5 - Very Good	Management and Leadership	5 - Very Good
Care and support	6 - Excellent									
Environment	6 - Excellent									
Staffing	5 - Very Good									
Management and Leadership	5 - Very Good									
2 Mar 2009	Unannounced	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Care and support</td> <td style="text-align: right;">6 - Excellent</td> </tr> <tr> <td>Environment</td> <td style="text-align: right;">5 - Very Good</td> </tr> <tr> <td>Staffing</td> <td style="text-align: right;">5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td style="text-align: right;">5 - Very Good</td> </tr> </table>	Care and support	6 - Excellent	Environment	5 - Very Good	Staffing	5 - Very Good	Management and Leadership	5 - Very Good
Care and support	6 - Excellent									
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Staffing	5 - Very Good									
Management and Leadership	5 - Very Good									
14 Oct 2008	Announced	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Care and support</td> <td style="text-align: right;">6 - Excellent</td> </tr> <tr> <td>Environment</td> <td style="text-align: right;">5 - Very Good</td> </tr> <tr> <td>Staffing</td> <td style="text-align: right;">5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td style="text-align: right;">5 - Very Good</td> </tr> </table>	Care and support	6 - Excellent	Environment	5 - Very Good	Staffing	5 - Very Good	Management and Leadership	5 - Very Good
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Environment	5 - Very Good									
Staffing	5 - Very Good									
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All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

هه بايتسد سىم سونابز رگىد روا رولكش رگىد رپ شرازگ تعاشا هى

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

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