

Report To: Health and Social Care Committee **Date:** 20 October 2016

Report By: Brian Moore
Corporate Director (Chief Officer)
Inverclyde Health and Social Care
Partnership (HSCP) **Report No:** SW/50/2016/SM

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Subject: INSPECTION OF INVERCLYDE RESIDENTIAL CHILDCARE SERVICES

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Health and Social Care Committee of the outcome of inspections carried out by the Care Inspectorate in respect of Kylemore and Neil St Children's residential childcare services completed on 30th June 2016.

2.0 SUMMARY

- 2.1 Inverclyde Residential Childcare Services are subject to annual inspections by the Care Inspectorate. The Care Inspectorate is an independent scrutiny and improvement body which regulates care services across Scotland ensuring that service users receive a high level of care and support.
- 2.2 A full public report of the inspection and grades is published on the Care Inspectorate website.
- 2.3 Both services were graded with how they performed against two quality themes and statements.
The summary of grades awarded to Kylemore and Neil St were as follows:

Quality of Care and Support grade 5 very good
Quality of Management and Leadership grade 5 very good

3.0 RECOMMENDATIONS

- 3.1 The Health and Social Care Committee is asked to note the outcome of the Inspection report.

Brian Moore
Corporate Director (Chief Officer)
Inverclyde HSCP

4.0 BACKGROUND

4.1 All of Inverclyde's residential childcare services are registered with the Care Inspectorate and inspected on a regular basis. A low intensity inspection was carried out on Kylemore and Neil St over the course of two days during May and June 2016. These inspections are carried out when the Care Inspectorate is satisfied that services are providing consistently high standards of care.

4.2 The inspection focused on two quality themes.

Quality of Care and Support
Quality of Management and Leadership

Both quality areas were graded 5 very good and there were no recommendations or requirements made.

4.3 During 2016/17 the Care Inspectorate is scoping child sexual exploitation (CSE) practice across children's services in Scotland. This will form the Care Inspectorate's contribution to Scotland's National Action Plan to tackle CSE. Inverclyde's progress in developing a strategy around CSE was positively reported on.

5.0 PERFORMANCE

5.1 Kylemore.

In respect of the quality themes inspected at this inspection the outcome was as follows

Quality Theme 1. Quality of Care and Support grade 5 very good
Statement 3 grade 5
Statement 5 grade 6

Quality Theme 4 Quality of Management and Leadership grade 5 very good
Statement 2 grade 5
Statement 4 grade 5
Recommendations None
Requirements None

5.1.2 ***What the service does well***

The Care Inspectorate noted that Kylemore provides excellent person centred care and support for young people. A highly motivated team make sure young people take part in education and decisions affecting their lives. Further evidence of the excellent provision for young people was the Scottish Institute of Residential Child Care award for the manager of Kylemore.

5.1.3 ***What the service could do better***

The inspection found a highly effective staff supervision process, which included an annual performance review, had supported an inclusive leadership culture. However, an area for improvement identified was to ensure that there was a consistent approach to the regularity of supervision. The service has addressed this by implementing the HSCP Supervision Policy

5.1.4 ***What the service has done since the last inspection***

The inspection noted that the service had made excellent progress with the Rights Respecting Units work which focused on including young people in key developments.

5.2 Neil St

In respect of the quality themes inspected at this inspection the outcome was as follows

Quality Theme 1 Quality of Care and Support grade 5 very good
Statement 3 grade 5
Statement 4 grade 6

Quality Theme 4 Quality of Management and Leadership grade 5 very good
Statement 3 grade 5
Statement 4 grade 5
Recommendations None
Requirements None

5.2.2 **What the service does well**

The Care Inspectorate noted that the service provides very good support for young people to achieve their goals. A highly committed staff team work well together to promote a wide range of opportunities for young people to support their involvement in the community based activities which enhance their skills and abilities. Person centred approaches were a key strength of the service.

5.2.3 **What the service could do better**

The Care Inspectorate did review a number of documents and speak with staff and young people which provided very good evidence of self-evaluation however the service had not submitted an updated self-assessment prior to the inspection. The service has subsequently updated and submitted the formal self-assessment.

5.2.4 **What the service has done since the last inspection**

The service has continued to improve the ways in which it communicates and consults with people using the service.

5.3 The inspection noted the strong ethos of prompting and respecting children's rights. In recognition of this Kylemore, and Neil St achieved the Recognition of Commitment from UNICEF. This is a significant achievement with all of Inverclyde's children's residential services having achieved this level of achievement a first in the United Kingdom.

5.4 The inspection noted that Inverclyde Council has a well embedded policy and strategy in relation to CSE. The Inverclyde CSE Strategy Group ensures that staff are kept informed of developments and training across all staffing groups and ensures all staff have a high level of awareness of the potential risks to young people and their responsibility to highlight concerns.

6.0 PROPOSALS

6.1 There were no recommendations or requirements made during the inspection. The service will continue to evaluate and develop the quality of service provided to looked after children and young people, ensuring that their rights and views are fully considered and promoted.

7.0 IMPLICATIONS

Finance

7.1 There are no specific financial implications from this report. All activity will be

contained within existing budgets.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

Legal

7.2 There are no legal implications for this report

Human Resources

7.3 There are no HR implications.

Equalities

7.4 Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

8.0 CONSULTATION

8.1 N/A.

9.0 BACKGROUND PAPERS

9.1 Care Inspectorate Reports

Care service inspection report

Full inspection

Kylemore Care Home Service

13 Kylemore Terrace
Greenock



HAPPY TO TRANSLATE

Service provided by: Inverclyde Council

Service provider number: SP2003000212

Care service number: CS2003001106

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

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

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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	5	Very Good
Quality of environment		N/A
Quality of staffing		N/A
Quality of management and leadership	5	Very Good

What the service does well

Kylemore provides excellent person centred care and support for young people living at the service. A highly motivated staff team make sure that young people take part in their education, welfare and decisions affecting their lives. The service has achieved the Recognition of Commitment from UNICEF, the global charity who champion the rights of children across the world.

What the service could do better

The service should make sure that all staff receive formal supervision in line with the provider's policy.

What the service has done since the last inspection

The service had made excellent progress with the Rights Respecting Units work, which focussed on including young people in key developments. Staff and young people were more involved in deciding how young people should be supported.

Conclusion

Kylemore continues to offer young people high quality care and support. A focus on continuous improvement helps to make sure that everyone involved with the service, contributes to identifying and implementing improvements.

1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at www.careinspectorate.com

The service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

Kylemore is purpose-built single storey property located in a residential part of the town of Greenock. The service is owned and managed by Inverclyde Council. The property is of bespoke design, offering very high standards of accommodation for up to six children and young people. The house comprises two large lounges, dining room, sun room, kitchen, laundry room and communal toilet. Individual bedrooms, with en-suite facilities are spacious and well furnished. The large garden is enclosed, offering decking and grassed areas to the rear of the property.

The aims and objectives of the service include:

"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. In doing so, individual care plans will be tailored to meet these needs effectively, within an environment that promotes safe caring practices."

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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 environment - N/A

Quality of staffing - N/A

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 0345 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 inspected this service on 11 May between the hours of 1pm and 6.15pm and 26 May between 11.45am and 6pm. During this inspection, we gathered evidence from a range of sources including relevant sections of policies, procedures and other documents. These included:

- Certificates of Registration and Insurances
- Care plans
- Monthly summaries
- Person centred plans (young people's chosen design)
- Individual management plans
- Risk assessments
- Medication procedures
- Rights Respecting Units audit and action plan
- Staff supervision procedures
- Staff supervision files
- Staff records of continued professional development
- Staff team meeting minutes
- Staff development day agenda and analysis of outcomes
- Young people's Eco plans
- Healthy eating guidance
- Health assessments
- Education reports
- Review meeting minutes
- Stakeholder feedback forms.

We reviewed six Care Inspectorate questionnaires from young people and seven questionnaire responses from staff working at the service.

We spoke with:

- Three young people
- Two parents
- The manager
- The deputy manager
- Four members of staff
- One social worker
- The external manager.

We also reviewed feedback from one other social worker.

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.firescotland.gov.uk

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.

Every year all care services are required to submit a self assessment form, telling us how they think their service is performing. We check to make sure this is accurate.

The Care Inspectorate received a self assessment document from the service provider. We were satisfied with the way the provider had completed this with the relevant information included for each heading that we grade under. The provider identified what they thought they did well, some areas for improvement and any changes they had planned. The provider told us that people who used the service had taken part in self assessment processes.

Taking the views of people using the care service into account

We spoke with three young people and observed one other young person during this inspection process. Young people told us that they were very happy with the support they received. They commented about the positive relationships they had with staff and said that staff helped them to reach their goals. Young people were observed to be enjoying their time spent at the service, playing in the garden with their parent and sibling.

Taking carers' views into account

We spoke with two parents who were visiting their children and the service. Both commented about how pleased they were that their children were happy

and well supported. Parents said that staff were welcoming and friendly and that they were supported to develop positive family relationships.

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 3

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

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at how young people were supported to lead positive lifestyles, which enhanced their health and well being, to assess this statement. Additionally, in the 2016/17 inspecting year, the Care Inspectorate is scoping child sexual exploitation (CSE) practice in children and young people's services. This is part of our contribution to ' Scotland's National Action Plan to tackle Child Sexual Exploitation', and focusses on frameworks of CSE practice, staff understanding and care planning outcomes. We have reported on the evidence gathered under this quality statement.

All young people living at Kylemore had an individualised plan which was updated monthly, helping them to see how they were making progress toward their goals. For some young people, passing their driving test meant that they were working toward becoming more independent and this improved their self confidence. We saw that young people were being supported to attend for college and job interviews and by coaching and helping young people to identify their own strengths, they could feel proud of their achievements.

We spoke with young people who told us that staff were very committed to helping them to lead active and positive lives. They said that staff always ask them for their views and try hard to give them advice and guidance to make positive choices. Examples of this included helping young people to understand how to respond more positively to challenging situations in their lives and one example involved a young person whose diet had improved within the nurturing and supportive environment at Kylemore. Through a whole team approach, including the Cook, the young person had been more open to trying new foods, resulting in gaining weight, to support their general health and well being.

Family involvement was strongly promoted, where appropriate, and we chatted with two parents who were visiting their children. They told us that:

"Staff are really nice. It's been hard for me to come here and see XX but they make it good for me and him."

"It's great here. XX is really settled and they're very welcoming."

We also noted that where young people spent in the family home, staff were aware of their role in supporting parents and carers to respond consistently to meeting the needs of their child or family member. By working with families, staff helped young people to understand that all adults involved in their care had a responsibility to promote their well being.

Where young people experienced specific health conditions, the service showed compassion and patience when supporting young people to take control of their well being. In one instance, we saw that a period of hospitalisation was supported by staff who were genuinely committed to helping the young person to accept medical care and learn more about how they could self manage their health in future. Similarly, young people who were encouraged to take their medication and to understand how this helped them to stay well and healthy. A robust medication procedure ensured effective practices and where young people were able to self medicate, this was supported by the service.

Young people continued to be supported to attend school and we found that a very positive ethos of learning and development helped young people to achieve and attain. School attendance was extremely high and this provided structure and positive routines in young people's daily lives, promoting good sleep patterns and a healthy diet. To further demonstrate the positive healthy culture within the service, we noted that there were no instances of bullying or restraint recorded and this confirmed our view that respect and positive relationships were central to everyday experiences for young people.

Inverclyde Council has a well embedded policy and strategy in relation to CSE. A formal strategy group ensured that staff were kept abreast of developments and staff training in CSE, further ensured a full awareness of the potential risks facing young people. We spoke with members of the staff team and found that they demonstrated a good understanding of their responsibilities to highlight concerns to managers and other agencies, where necessary. Training in child protection practices for ancillary staff, meant that they were also aware of the importance of protecting young people and their role in doing so.

We found clear evidence of staff effectively implementing procedures to protect young people in their care. The case tracking sample evidenced that young people at risk had been appropriately identified and that there were care plans in place to maximise the safety of these young people. These were regularly reviewed in conjunction with other agencies and this ensured that young people were supported by those who were responsible for their safety and well being.

Areas for improvement

The service should continue to progress their intention to achieve the Healthy Living Award. This award is part of the Scottish Government's drive to tackle health inequalities and for young people who live within the nurturing and supportive environment of Kylemore, this will help to promote their continued health and well being.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 5

“We respond to service users' care and support needs using person centered values.”

Service strengths

At this inspection, we found that the performance of the service was excellent for this statement. We looked at how the service promoted person centred values such as, individuality, independence, choice and rights and how this practice influenced the continued commitment to achieving Rights Respecting Unit status with UNICEF, to assess this statement.

The service demonstrated excellent work by involving young people in decisions affecting their lives by demonstrating a strong commitment to listening to and acting upon the views of young people. In 2015, Kylemore became the first service in Scotland to achieve Rights Respecting Unit status with UNICEF, the global charity whose principles are based on the United Nations Convention on the Rights of the Child (UNCRC). The Children and Young Peoples(Scotland) Act 2014, places a responsibility on services to further embed the requirements of the UNCRC and in 2016, the service continued to build upon this commitment by being the first service in the world to gain the Recognition of Commitment award, recognising the involvement of young people in on going self evaluation of the service.

To evidence their involvement, young people created art displays for the unit and contributed to the ongoing evaluation of how well the service supported them, to show how they wished to be supported by managers and staff. We found that the standards expected of a Rights Respecting Unit, such as young people's right to play an active role in their learning and to have their views taken seriously, were embedded within the service development plan, staff training and respectful practices of the whole staff team. An example of the firm commitment to continue with this work was evidenced through compassionate approaches that had helped one young person to improve their diet, where they had previously refused to eat, while for others, intensive support to prepare for job interviews, had promoted self confidence and a positive sense of self worth.

Additionally, links with local agencies allowed one young person to undertake bereavement counselling, supporting their feelings of loss. These positive outcomes meant that young people were highly regarded by those working at the service.

Young people's individuality was promoted through child centred practices which allowed young people to make their own choices and establish their own ideas about how to lead their lives. By encouraging young people to contribute to their plans, we saw that progress was recorded in areas such as, personal identity, with young people choosing their own clothes and determining their own style. We also found that some young people were encouraged to explore their interest in animals, by owning and caring for their own pet, while others attended local youth clubs where they had developed appropriate peer relationships, giving them a sense of personal identity, within their group of friends, who called to visit them at the service. These examples of inclusive practice showed that young people were encouraged to make positive choices and decisions about their lives, which helped them to feel valued and respected.

We saw a clear focus on supporting young people to be as independent as possible, with regular advice and guidance given by staff. Examples of young people determining how they wished to spend time with their family, showed respect for their right to be listened to and for one young person, being supported to feel safe and secure, enabled them to attend their review meeting for the first time. Through nurturing practices, the service had created the right conditions for young people to express themselves and say how they wished to be supported.

Further evidence of the excellent provision for young people was celebrated through the achievement of the Scottish Institute of Residential Child Care (SIRCC) award for the manager of Kylemore.

Voted best Residential Child Care worker of the year, nominated by a young person who had resided at the service over a long period, the manager was rewarded for making a significant difference to the life of this young person. The young person said:

"Even after I moved on from Kylemore, XX has continued to provide me with emotional and practical support and is an excellent example of what a corporate parent should be, but XX does this not because she is a corporate parent, she does it because she cares about me. She is part of my family and is now part of my baby's and whatever hurdles we meet along the way."

We met with this young person who said:

"When I was in hospital XX stayed with me. She gave up her own time. Not many people would do that. She didn't want me to be alone."

We saw that during the challenging transition from living at Kylemore to living in her own flat, this young person's relationships with the manager and other staff working at the service, played a crucial role in her success.

Areas for improvement

The service should continue to provide the excellent standards of care and support, evidenced within this quality statement. This will ensure that all young people receive the person centred care that helps them to feel valued and respected.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Quality Theme 2: Quality of Environment

Quality theme not assessed

Quality Theme 3: Quality of Staffing

Quality theme not assessed

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 2

“We involve our workforce in determining the direction and future objectives of the service.”

Service strengths

At this inspection, we found that the performance of the service was very good for this quality statement. We considered how the service had continued to involve staff in the plans to improve the service for young people, to assess this statement.

At the last inspection, we found that the service needed to do more to encourage all members of the staff team, to be involved in future developments. By reviewing evidence and speaking with managers and staff during this inspection, we found that very good progress had been made to maximise the involvement of members of the team. This meant that there was more innovation and consistency when supporting young people and when achieving the key objectives set by the service.

In our discussions with managers, we were advised of an improved morale and commitment by staff working at Kylemore. Our conversations with staff confirmed this view. Staff were able to speak fully about their work with young people and did so in a very positive manner. We learned about how their ideas had helped to shape improvements. Examples included the idea from one member of the staff team, to show how the well being indicators of SHANARRI (safe, healthy, achieving, nurtured, active, respected and responsible) evidenced young people's independent living skills. By considering how to encourage young people to lead more independent lifestyles, where appropriate, a new recording format was created to capture young people's progress, in areas such as budgeting and daily living skills. This allowed those young people to prepare for life beyond the service and to support a successful transition, at the appropriate time.

A highly effective staff supervision process, which included an annual performance review, had supported the inclusive leadership culture within the service. This meant that staff were guided and encouraged to be involved in key developments, such as seeking the Healthy Living Award for the service and progressing the Rights Respecting Unit status through their involvement in identifying priorities within the audit and action plan necessary for this framework. We also noted that staff understood how, through developing their own knowledge of areas such as welfare benefits, they could support parents to maximise entitlements to help support their families.

In our discussions with members of the staff team, we found that improved morale had resulted from their increased involvement, with examples of staff coaching young people for job and college interviews and by implementing effective key working roles in supporting families. Staff told us:

"I think managers are more open and trusting of our abilities. I'm an ideas person and I'm putting these in place. I spoke with the young people about designing a rights board". We saw that this had been displayed on the walls within the unit and this showed young people and staff, how their ideas had influenced the work of the service. Other staff said, " I feel more empowered. Things have moved on."

"I think almost all staff are on board with how we work. Staff are valued and managers are proactive."

We looked at the focus of the recent development day and saw that key aspects included the role of staff as corporate parents and how the service promoted person centred work with young people. By being fully involved in this event, staff were able to contribute to improving their knowledge and skills to support young people in their care. Some staff told us:

"The development day was great. I got a lot out of it."

We thought that the development of staff continued to play a key role in young people achieving positive outcomes.

Areas for improvement

The service should continue to provide staff with opportunities to identify improvements and to contribute to decisions about how the service supports young people. This will ensure that all the skills and abilities of those working at Kylemore can be maximised to the benefit of young people living at the service.

Grade

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

At this inspection, we found that the performance of the service was very good for this quality statement. We looked at how the service had improved through the use of feedback from everyone involved with the service, to assess this statement.

Kylemore continued to implement effective quality assurance practices to influence improvements. We saw that very good self evaluation of what worked well and what could be improved, was central to identifying improvements. In order to achieve Rights Respecting Unit status, young people and staff had contributed to a detailed audit and learned more about how human rights influenced the lives of young people and their involvement helped to agree priorities for the year ahead. To ensure that the views of everyone who used the service, were taken into account, questionnaires and regular communication, with parents and representatives from children's rights, Police Scotland and social workers who visited young people at the service, were gathered and evaluated. By doing so, meeting young people's needs remained a priority for all involved.

We spoke with one social worker during our inspection visit. They commented very positively about the service and about how their work with a particular family had helped to support an improved family dynamic. The social worker also spoke of the positive communication with the service and how this ensured consistent approaches were maintained. Other feedback from professionals also highlighted that they believed that Kylemore staff and leadership "come top rate in my book", going on to say that the service had done excellent transition work with one young person living at the service. These positive comments helped to demonstrate that the collaborative work with others, involved in young people's care, helped to promote the person centred practices evidenced throughout this report.

A recent staff development day further embedded the principles of children's rights and explored how young people could be supported to achieve their goals. By being aspirational for young people, we saw that the service encouraged them to aim high and succeed in what they chose to do. As positive role models, staff embraced an ethos of inclusion and respect, and managers were keenly aware of their role in leading and developing the staff team. We spoke with young people and staff, who told us:

"Staff are great. They are really interested in listening to what you have to say and trying their best to help. They do what they say they'll do."

While staff commented:

"I thought the development day was great. We looked at corporate parenting and this was really interesting. I think we've moved on a lot and the team are really positive."

This time set aside for staff, helped them to reflect on what worked well and how they could improve their support for young people in their care.

Managers continued to play a key role in raising standards. With a focus on improving young people's plans, ensuring that medication was administered and recorded properly and by developing very good team work, managers ensured that those living and working at the service were supported to achieve. To supplement internal quality assurance measures, the external manager completed a six monthly audit and we saw from records that this manager provided feedback on how the service was performing. Many examples of very good practice were highlighted through this audit process and this helped to demonstrate the quality of provision for young people and their families.

As a means of thinking about how the service could improve, managers continued to work collaboratively with social care colleagues from another local authority. A quarterly forum allowed managers to share information and experiences which could be utilised with young people.

We saw from records that the service was exploring how they could better measure outcomes from young people's involvement in activities. It had been identified that this may help to promote the improved health and well being of those living at Kylemore. We will review progress at the next inspection.

Areas for improvement

Although we found that the service operated to a high standard across the quality themes looked at as part of this inspection process, we reminded the manager of the importance of ensuring that all staff receive formal supervision in line with the provider's policy. While we found that the supervision format was highly effective, we noted some gaps in frequency of formal meetings. We discussed this with the manager and external manager at inspection feedback, who told us of their plan to address this issue. We were satisfied with the plan to remedy any shortfalls and will review progress at the next inspection. By improving upon opportunities for all staff to regularly reflect on their practice, each member of the staff team will be supported to improve outcomes for young people.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

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

Previous requirements

There are no outstanding requirements.

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

Previous recommendations

There are no outstanding recommendations.

6 Complaints

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

7 Enforcements

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

8 Additional Information

There is no additional information.

9 Inspection and grading history

Date	Type	Gradings
15 May 2015	Unannounced	Care and support Environment
		5 - Very Good 5 - Very Good

		Staffing Management and Leadership	5 - Very Good 5 - Very Good
29 Jul 2014	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good 5 - Very Good 5 - Very Good 5 - Very Good
3 Sep 2013	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 6 - Excellent 5 - Very Good
28 Feb 2013	Announced (Short Notice)	Care and support Environment Staffing Management and Leadership	6 - Excellent 6 - Excellent 6 - Excellent 6 - Excellent
31 Aug 2011	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent 6 - Excellent Not Assessed Not Assessed
24 Jan 2011	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed Not Assessed Not Assessed
27 Jul 2010	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed Not Assessed 6 - Excellent
19 Mar 2010	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 6 - Excellent Not Assessed

5 Oct 2009	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good
11 Feb 2009	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good
15 Oct 2008	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good

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Care service inspection report

Full inspection

Neil Street Childrens Unit Care Home Service

41 Neil Street
Greenock



HAPPY TO TRANSLATE

Service provided by: Inverclyde Council

Service provider number: SP2003000212

Care service number: CS2003001105

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

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

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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	5	Very Good
Quality of environment		N/A
Quality of staffing		N/A
Quality of management and leadership	5	Very Good

What the service does well

The service provides very good support for young people to achieve their goals. A highly committed staff team work well together to promote a wide range of opportunities for young people to support their involvement in community based activities which enhance their skills and abilities.

Person centred approaches were a key strength of the service.

What the service could do better

The service should submit an updated self assessment to the Care Inspectorate, to evidence how the service is evaluating its performance. This forms part of the regulatory process for inspection and supports on going improvement.

What the service has done since the last inspection

The service had continued to improve the ways in which it communicates and consults with people using the service.

The development of stronger links with other professionals had created improved supports for young people at critical times in their lives.

Conclusion

Neil Street operates to a high standard across all areas of support for young people. Significant focus on creating a nurturing and safe environment, had resulted in opportunities for young people to flourish and develop.

1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at www.careinspectorate.com

The service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

Neil Street Children's Unit provides accommodation for up to six children and young people. The service is located in a residential part of Greenock. Good transport links make the town and surrounding areas easily accessible. The service is accessed via several flights of steps, leading down to the garden and patio area. Further outside space is located at the front of the property.

The internal accommodation comprises a large lounge/dining area, well equipped kitchen, play room, individual bedrooms and shared bathrooms. A lower floor provides for additional space for family visits and meetings. This area is also adaptable and in specific circumstances, through agreement with the Care inspectorate, can be used to accommodate other young people, where required.

The ethos of the service includes:

"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."

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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 environment - N/A

Quality of staffing - N/A

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 0345 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 started this inspection on 26 May between 6.45pm until 7.15pm and again on 20 June between 11am and 6.30pm. We delivered feedback on 27 June at 1pm.

During this inspection, we gathered evidence from a range of sources including relevant sections of policies, procedures and other documents. These included:

- Certificates of registration and insurances
- Young people's personal plans
- Rights Respecting Units self evaluation and action plan
- 'Chat Zone' records
- Service improvement plan
- Manager's Practice Development Forum minutes
- Staff training materials
- Stakeholder questionnaires
- Neil Street newsletters
- Safeguarding policies
- Educational outcomes
- Young people's weekly planners
- Quality assurance records.

We spoke with:

- Four young people
- The manager
- The deputy manager

- Four members of staff
- The external manager
- Children's Rights Worker
- Visiting professionals including two teaching staff and one group worker.

We reviewed feedback from two parents and two social workers.

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.firescotland.gov.uk

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.

Every year all care services are required to submit a self assessment document, telling us how they think their service is performing. We check to make sure this is accurate.

We had not received an updated self assessment prior to this inspection and advised the provider that this should be completed as soon as is practicable. We were able to review other documents which provided very good evidence of self evaluation. These have been identified throughout this report. It was clear that the views of people using the service were central to identifying and implementing improvements.

Taking the views of people using the care service into account

We spent time in the company of four young people. We observed warm and supportive relationships between young people and those providing support. Young people who chose to speak with us, commented that they were happy living at the service, that they felt very supported by staff and that they liked their bedroom and how they were able to personalise this space. Some young people had just returned from an overnight trip and were happy to tell us what they enjoyed about their experience. We observed an evening activity where young people took part in creating 'vision boards', which helped to capture their aspirations for the future. We saw that young people enjoyed the activity and spent time happily chatting to others involved.

Taking carers' views into account

We did not speak directly with any parents/carers but we did review several questionnaires issued by the service. These provided very good evidence of how parents felt the service supported their children/family member. Many comments expressed high levels of satisfaction with how the service supported young people and their families.

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 3

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

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at how young people were supported to lead healthy, active lives, to assess this statement. Additionally, in the 2016/17 inspecting year, the Care Inspectorate is scoping child sexual exploitation (CSE) practice in children and young people's services. This is part of our contribution to 'Scotland's National Action Plan to tackle Child Sexual Exploitation' and focusses on frameworks of CSE practice, staff understanding and care planning outcomes. We have reported on the evidence gathered under this quality statement.

A key element of the highly effective work with young people living at the service included positive relationships between young people and staff, which were based on trust and respect. We saw that nurturing and warm relationships, built over time, meant that young people flourished and thrived in their lives. Many examples of young people living active lives, where play and fun helped them to grow and develop, showed the true strength of this service. We saw that holidays which included all young people, offered new and memorable experiences, while involvement in local clubs and chosen interests, meant that young people chose to take part in activities which promoted their well being.

Personal plans for young people conveyed their individuality and highlighted their strengths and goals. We saw that for some young people, expressing their identity through school plays, meant that they could develop positive relationships with their peers and this focus continued for young people, who spent time with friends in the community. For others continued involvement of specialist services, including children and young people mental health services (CAMHS), allowed young people to feel supported when dealing with difficult issues. This work continued within the service, where the very good insight of staff, ensured that young people were given the time and space to express themselves within a safe environment.

As a means of supporting young people to develop their understanding of appropriate relationships, we saw that the service had recruited the help of an external agency. A dedicated worker, alongside identified staff from Neil Street, worked with young people to explore their views about the important aspects of healthy relationships. We met with this worker during the inspection. They commented about how positively young people were engaged in this work and how they showed maturity and were self aware. This approach to helping young people to learn how to respect and value others, showed the commitment of the service to support young people's growth and development.

We joined young people for lunch and dinner during inspection and saw that varied diets were catered for, while ensuring a balanced menu. Freshly cooked foods and fresh fruit were prepared by the cook and a focus on healthy eating and dining together at mealtimes, supported a caring and nurturing environment in which young people could feel a sense of belonging. Meal time was a relaxed experience and we saw young people and staff engaged in natural conversation about young people's day and their plans for the coming weeks and months.

A culture of involvement and inclusion supported very positive school attendance. With all young people engaged in full time education and one young person preparing to attend college, it was clear that the service carried out its corporate parenting duties in line with Inverclyde Council's commitment to work collaboratively with others to promote young people's education. This

commitment continued after school with help to complete homework and support for young people participating in school plays.

Inverclyde Council has a well embedded policy and strategy in relation to CSE. A formal strategy group ensured that staff were kept abreast of developments and staff training in CSE, further ensured a full awareness of the potential risks facing young people. We spoke with members of the staff team and found that they demonstrated a good understanding of their responsibilities to highlight concerns to managers and other agencies, where necessary. Training in child protection for ancillary staff, meant that they were also aware of the importance of protecting young people and their role in doing so.

We found clear evidence of staff effectively implementing strategies to protect young people in their care. Where risks had been identified, care plans, including risk assessments, were reviewed regularly, in conjunction with other agencies and this helped to promote the active involvement of those responsible for the safety and well being of young people at risk of harm.

Areas for improvement

The service placed great importance on the role that food plays in the everyday care of young people. During inspection, we were told that the service was considering how reflective workshops for staff, may be able to raise awareness of food, beyond nutrition. By exploring how food influences communication and interaction between young people and adults, the service will further improve the health and well being of young people living at the service. We will review progress at the next inspection.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 5

“We respond to service users' care and support needs using person centered values.”

Service strengths

At this inspection, we found that the performance of the service was excellent for this statement. We looked at how the service promoted person centred values such as, individuality, independence, choice and rights and how this practice continued to promote excellent outcomes for young people, to assess this statement.

The service continued to include young people in decisions affecting their lives. Last year, the service achieved Rights Respecting Unit (RRU) status with UNICEF, the global charity whose principles are based on the United Nations Convention on the Rights of the Child (UNCRC). Being a RRU, requires the involvement of everyone living and working at the service to respect the rights of one another. Similarly, the Children and Young People's (Scotland) Act 2014 also places a responsibility on services to further embed the requirements of the UNCRC, and in 2016 the service was one of the first in the world to gain the Recognition of Commitment award, showing their continued commitment to respecting the views and choices of young people living at the service, evidenced through their involvement in on going evaluation of the service.

We spoke with the Children's Right Officer, who explained that through activity sessions with young people, they were able to determine young people's awareness of their rights and how these were promoted by the service. During one activity, young people had been enabled to discuss their views about the introduction of comments cards, which were intended to gather the views of visitors to the service. Young people felt strongly that this was not typical of other family situations and therefore voiced their opinion that these should not be used in their home. This clear example of young people exercising their right to be heard, helped to influence decisions and promote the principle of Article 12 of the UNCRC and of a Rights Respecting Unit.

Further examples of young people's involvement included a focus on promoting individuality through person centred plans which highlighted how young people described their own personalities and identity. For some young people, this was about their ability to know their own mind and to express themselves clearly. We chatted with one young person who told us that they were saving for a holiday and we saw that their commitment to employment in order to save for this experience, showed a strong sense of identity and self worth. Young people were also supported to recognise their individual strengths and qualities, such as being a positive role model for other young people. An example of this involved an older young person who, with more life experience, had helped some of the younger children to prepare for community events, by instilling confidence in their appearance and abilities.

A significant achievement for some young people, was evidenced through their participation in school plays. Through sustained involvement, those young people had contributed admirably to the overall success of these events and had enjoyed recognition for their efforts alongside their peers. It was clear that each young person had gained a great deal in self confidence and had created positive memories for their future.

Young people were encouraged to be as independent as possible, whether this related to keeping their bedrooms tidy or making choices about when to spend time with friends and family. During the inspection visit, we saw that one young person was at a friend's home, while another was spending time with their parent. Strong efforts to encourage young people to make choices about how they wished to spend their lives out with the service, were also highlighted through involvement in team sports and local clubs. For young people who showed particular skill in their chosen sport, this had resulted in an opportunity to be involved in a national sporting event, as part of their football team, where they could take pride in this outstanding achievement and celebrate their success with their team mates.

Similarly it was clear from our observations of an evening group activity, that young people felt secure and able to express themselves positively and with self determination, to ensure that their views were heard. By organising an evening activity where young people could create 'vision boards', with the support of colleagues from the Looked After and Accommodated (LAAC) teaching team, young people chose to share their views about what was important and relevant for them as individuals and chose to cooperate with others, while compiling a visual reminder of how they felt and what they wished for in their lives.

By showing young people that their views and lives were important, we saw that a culture of mutual respect formed the basis of the excellent evidence presented for this statement. Young people received care and affection from a highly committed staff team, who were acutely aware of the needs of those in their care. We saw that staff created the right conditions in which young people learned to respect one another. This was highlighted in our discussion with visiting professionals, who advised that young people were very supportive of one another, while participating in sensitive and evocative discussion, during group work and who were similarly complimentary about the work of the staff team, in supporting young people to achieve all that they can.

Areas for improvement

The service should continue to provide the excellent standards of care and support evidenced within this quality statement. This will ensure that all young people receive person centred care that helps them to feel valued and respected.

Grade

6 - Excellent

Number of requirements - 0

Number of recommendations - 0

Quality Theme 2: Quality of Environment

Quality theme not assessed

Quality Theme 3: Quality of Staffing

Quality theme not assessed

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 3

“To encourage good quality care, we promote leadership values throughout the workforce.”

Service strengths

At this inspection, we found that the performance of the service was very good for this quality statement. We looked at how the leadership values of the provider were implemented and how staff took responsibility for improving outcomes for young people, to assess this statement.

We found that managers and staff were committed to making a difference to the lives of young people in their care. Support for young people, was tailored to their individual needs and by routinely measuring outcomes, staff helped young people to understand their progress and develop an improved self esteem and self worth.

By practicing with integrity, another of the provider's values, staff advocated for young people and maintained their dignity and privacy, when discussing matters of a personal nature. Young people told us that staff speak for them when they find this difficult, for example at meetings, when this has been agreed in advance. This practice demonstrated the commitment to adhere to the principles of positive leadership values and to act responsibly on behalf of young people in their care.

The positive culture of inclusion was also encouraged within the staff team. Through supportive leadership, staff were enabled to play active roles in developing the service and we saw that staff played lead roles in areas such as, participation, staff training, healthy eating and the development of weekly planners. We spoke with members of the staff team who told us that their work on participation, helped to ensure that young people's views were known to those who make decisions.

To ensure that young people's views were heard, the service had implemented the 'Chat Zone', an opportunity for young people to say how they feel and to suggest ideas. We saw from notes of these meetings that young people discussed a range of topics including, children's rights and how they could show respect for one another.

We also noted that leadership roles were encouraged, with Promoting Positive Behaviour trainers leading on practice, within the staff team. This allowed staff to remain up to date with best practice when supporting young people during times of crisis, while a focus on successful transitions for young people moving to secondary school, was taken forward by managers and staff, who understood how the continued involvement of teaching staff influenced the critical support needed by young people during times of change.

Other examples of positive leadership included the development of weekly planners for young people. Individualised planners, designed with young people's choice of graphics, helped to promote positive structure and routine. By making a difference to how young people organise and spend their time, staff conveyed that planners supported young people's sense of achievement, while improving daily routines such as sleep patterns and regular meals. Some planners highlighted young people's abilities to travel independently and to commit to weekly sports involvement, some distance away. Staff commitment to supporting young people to attend out of area activity, was commendable and this and other examples of staff going above and beyond what was expected of them, showed young people how they were valued and cared about by staff.

Areas for improvement

Although we found several very good examples of staff leading on specific practices, we would encourage the continued devolvement of responsibility for identifying improvements. This will help to promote leadership at all levels and enhance the skill base of every member of the staff team.

Grade

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

At this inspection, we found that the performance of the service was very good for this quality statement. We looked at how the service had improved through the use of feedback from everyone involved with the service, to assess this statement.

Neil Street continued to implement effective quality assurance practices to influence improvements. Significant consideration had been given to how to continue to improve opportunities for young people to be involved in their plans. Improvements to finding solution focussed interventions, a task undertaken at a recent staff development day, meant that young people contributed to plans which included more information about their strengths, goals and behaviours. By encouraging young people to identify what they do well and how they can achieve their goals, we saw that outcomes were clear. For example, from plans sampled during inspection, we saw that young people who were preparing for adult life beyond the service, had been allocated a through care worker to support this transition, at an appropriate time. Similarly, where potential career options had been explored, those young people were supported to consider college courses which would promote their interests and future lives.

Collaborative work with other professionals remained an integral part of young people's support. Managers and staff, were keenly aware of the importance of linking with colleagues in education, for example, when young people were transitioning from one school to another. Close working relationships with teaching staff, helped to ensure that young people were given the help they needed, with examples of additional supports being implemented to promote a positive experience. We also saw that links with Police Scotland continued to reduce the risk of young people becoming involved in concerning behaviours.

There was on going collaboration to evaluate the impact of implemented strategies.

The service routinely requested feedback from people involved with the service. Comments from education professionals included:

"The communication and support from Neil Street has been excellent. The relationship between school and Neil Street has been developed with the help of the caring and nurturing team of people."

While social work colleagues commented:

"Overall the young person is receiving a high standard of care at Neil Street Children's Unit."

This feedback helped the service to identify what worked well and how it could continue to improve.

The views of parents/carers were also seen as important and we saw that comments such as:

"We are really happy with how well our son is progressing and how far he's come along."

Other parents spoke of the helpful advice that was available to them and that they felt that their views were listened to and acted upon. By ensuring that families played an active role in the lives of the young people, where appropriate, the service was able to consider how their feedback could help to further improve the very good standards achieved throughout this report.

Areas for improvement

Although we found very good evidence of self evaluation to inform improvements, we had not received an updated self assessment for some time. We advised the service to provide a current self assessment, which identifies how outcomes for young people are being promoted through the work of the staff team. This will support on going evaluation and will support the development of the continuous improvement plan for the service.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

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

Previous requirements

There are no outstanding requirements.

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

Previous recommendations

There are no outstanding recommendations.

6 Complaints

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

7 Enforcements

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

8 Additional Information

There is no additional information.

9 Inspection and grading history

Date	Type	Gradings	
31 Aug 2015	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
29 Jul 2014	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	4 - Good
16 Jan 2014	Unannounced	Care and support	5 - Very Good
		Environment	4 - Good
		Staffing	5 - Very Good
		Management and Leadership	4 - Good
17 Jan 2013	Unannounced	Care and support	6 - Excellent
		Environment	6 - Excellent
		Staffing	6 - Excellent
		Management and Leadership	6 - Excellent
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

20 Jan 2010	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 6 - Excellent Not Assessed
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