

## PERTH AND KINROSS COUNCIL

Lifelong Learning Executive Sub-Committee – 5 September 2012

**CARE INSPECTORATE INSPECTIONS OF SUPPORT AND RESIDENTIAL CARE SERVICES FOR CHILDREN AND YOUNG PEOPLE****Report by Executive Director (Education and Children's Services)****ABSTRACT**

This report sets out the key findings and areas for improvement following the inspection of Woodlea Cottage by the Care Inspectorate in February 2012.

**1 RECOMMENDATION**

It is recommended that the Committee scrutinises and comments upon the care service inspection report for Woodlea Cottage (Appendix 1).

**2 BACKGROUND**

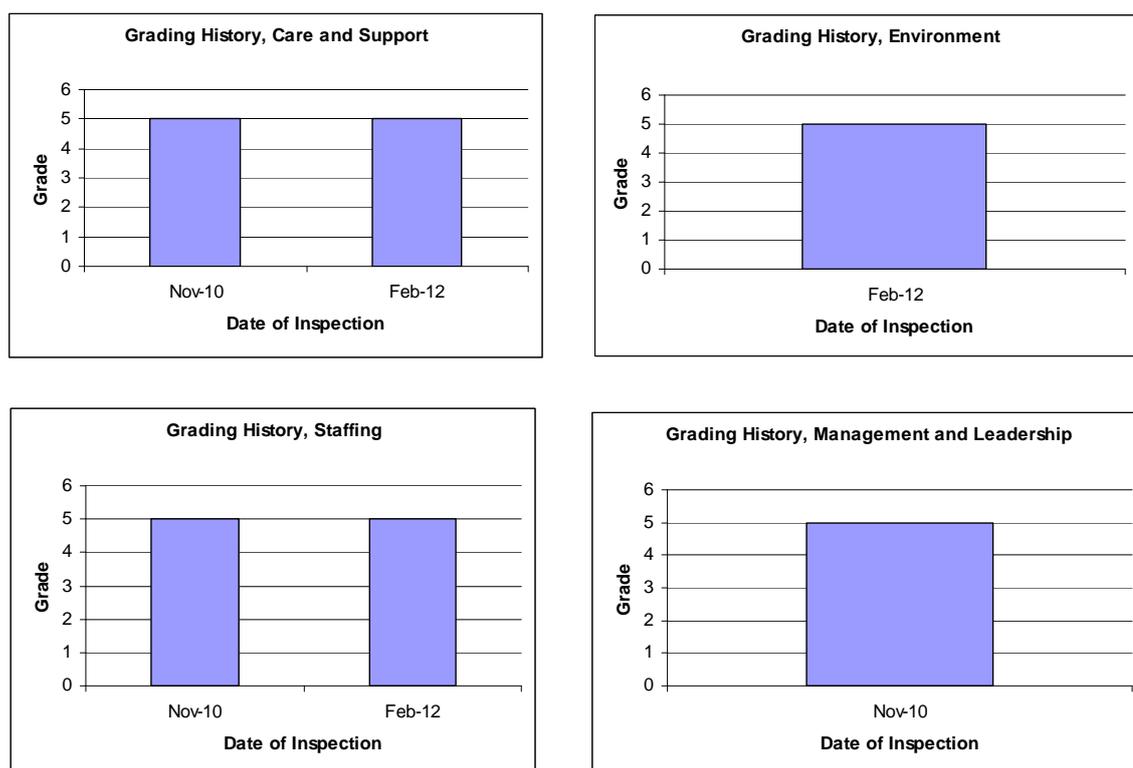
- 2.1 The Care Inspectorate (also known as Social Care and Social Work Improvement Scotland - SCSWIS) was created by the [Public Services Reform \(Scotland\) Act 2010](#). The Act sets out general principles, in accordance with which the Care Inspectorate must exercise its functions. These are:
- The safety and wellbeing of all persons who use, or are eligible to use, any social service are to be protected and enhanced;
  - The independence of those persons are to be promoted;
  - Diversity in the provision of social services is to be promoted with a view to those persons being afforded choice;
  - Good practice in the provision of social services is to be identified, promulgated and promoted.
- 2.2 The Act places the Care Inspectorate under a number of duties, including duties to: make arrangements which will secure continuous improvement in user focus and which demonstrate that improvement; and to co-operate with other specified scrutiny bodies.
- 2.3 Since April 2008 regulated care services in Scotland have been inspected using a framework of quality themes and quality statements. Services have been given grades based on the findings at each inspection. Inspection findings were published in reports and the reports and grades were made public on the Care Commission website. All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.
- 2.4 The Care Inspectorate will continue this approach to inspection during 2011/12. Services will be checked against the [National Care Standards](#) and most typically against some or all, of the following quality themes:
- Quality of Care and Support;
  - Quality of Environment;

- Quality of Staffing; and
  - Quality of Management and Leadership.
- 2.5 Quality themes and quality statements are informed by the [National Care Standards](#), but do not replace them. Quality themes and quality statements are simply ways of grouping the standards and judging how a service is performing against them. Each quality theme is therefore a heading for an area of performance which is inspected and graded. Grades of 1-6 will be awarded: 1 = unsatisfactory, 2 = weak, 3 = adequate, 4 = good, 5 = very good and 6 = excellent. Different standards are marked within each grade with the lower score being the one which is taken as the overall score for that theme.
- 2.6 Inspectors will consider evidence from various sources when judging a service's performance since it was last graded, such as:
- Upheld complaints – and whether identified issues have been resolved;
  - Incidents - and how your service has dealt with them;
  - Feedback from people who use the service and carers;
  - Evidence that previous action plans have been implemented; and
  - Information in your annual return.
- 2.7 The most significant changes between Care Commission and Care Inspectorate inspections are:
- The use of unannounced inspections. The Care Inspectorate will conduct unannounced inspections for all regulated services as the main inspection method unless there are practical reasons why it needs to announce a particular inspection;
  - A greater maximum period between inspections for better performing and lower risk services;
  - Changes to the letters notifying providers to complete their self assessments; and
  - A greater focus on poorly performing and riskier services.

### 3 RECENTLY PUBLISHED REPORTS

- 3.1 Woodlea Cottage opened in June 2010. The service provides young people with complex, multiple and enduring needs planned residential respite care at weekends and planned programmes of living away from home to assist them gain independence skills and experiences.
- 3.2 An inspection of **Woodlea Cottage** was undertaken in February 2012. The Care Inspectorate carries out a more intense inspection programme for all newly registered services. The inspection was therefore unannounced and medium intensity.
- 3.3 The inspection found both the quality of care and support and the quality of staffing **very good**. Woodlea Cottage was first inspected in November 2010 and Figure 1 below shows the inspection and grading history since then.

**Figure 1: Grading History, Woodlea Cottage**



3.4 The report highlights a number of key strengths including:

- very good respite service to young people and their parents/carers;
- support geared to individual needs, and wishes, and designed to promote as independent and as full a life style as possible;
- very good support planning and communication arrangements;
- a strong ethos of person centred work;
- practice underpinned by respect, promotion of dignity and choice;
- very well managed and staffed service; and
- very hard working and very committed management and staff team.

3.5 No requirements were identified by the Care Inspectorate. However, a number of recommendations were identified both by the team in their self evaluation and with the inspectors. A summary of progress against the recommendations areas for improvement is provided in Table 1 below.

**Table 1: Summary of Progress Against Key Areas for Improvement**

Areas for Improvement	Progress/Proposed Actions
<b>Quality of Care and Support</b>	
Recommendation: To enhance existing very good participation arrangements, the service should consider adopting a service specific "Participation Statement" and developing a regular Newsletter or Update Bulletin for young people, parents/carers and other interested parties.	<b>Complete:</b> Participation statement included in Woodlea Functions and Objectives and Young Person's Handbook. First termly bulletin sent to parents/carers issued at the end of March 2012.

Areas for Improvement	Progress/Proposed Actions
<p>Recommendation: The service should ensure that parents/carers are aware of the Local Authority and The Care Inspectorate Complaints procedures.</p>	<p><b>Complete:</b> Parents/carers informed of Council and the Care Inspectorate complaints procedures through the termly bulletin and Woodlea functions and objectives.</p>
<p>Recommendation: A minority of parents/carers felt that arrival and departure times at week ends could be improved. The manager should revisit some parents/carer concerns regarding arrival and departure times at week ends and the make up of young people groups.</p>	<p><b>Complete:</b> Woodlea Cottage senior managers met with the parent who requested earlier arrival time. An explanation of need to have three hour break between young person going home and the next four young people coming in was provided. This was understood by parent and an agreement was made to be open to possible solutions if presented.</p>
<p>Recommendation: The provider should explore alternative catering arrangements that would better, and more cost effectively, meet the needs of young people using the service.</p>	<p><b>Complete:</b> Options explored. Discussions ongoing to agree timescales for a cook to be located at Woodlea for 20 hours.</p>
<p>A minority of parents/carers felt that greater consideration should be given to planning the make up of young people groups. These views should be explored.</p>	<p><b>In progress:</b> This will be addressed as part of a redesign of Services for Children, Young People and Adults with Learning Disabilities and/or Autistic Spectrum Disorders (Transitions Project).</p>
Quality of Staffing	
<p>Recommendation: Consideration should be given to involving young people and parents/carers in staff recruitment, training and development.</p>	<p><b>Ongoing:</b> Parents/carers asked for their suggestions of possible interview questions. Candidates shown round Woodlea and introduced to both staff and young people after the interview process. Young people asked what skills and abilities should a good staff member have.</p>
<p>Recommendation: The service should continue the constructive transition to a fully integrated and unified staff team. "Whole Team" meetings should be held more often and provide the main vehicle for this transition. Opportunities for the two staff groups to work alongside each other should be identified and created. The identifying and agreeing of specific, realistic and achievable short term goals for the service, would further encourage whole team cohesion.</p>	<p><b>In progress:</b> Staff are currently managed in two teams based on historical TUPE transfer from capers Cottage. Staff also work on annualised hours, permanent night hours and weekend holiday only hours. Monies have been received to allow full time staff team for two years as part of Redesign of Services for Children, Young People &amp; Adults with Learning Disabilities and/or Autistic Spectrum Disorders (Transitions Project). At the moment there are two weekly meetings which involve staff from both teams. All staff attend five in-service training days and six planning days each year. Regular whole team meetings will be established once the full time staff team in place.</p>

3.6 A copy of the inspection report is provided in Appendix 1 together with a copy of the action plan submitted to the Care Inspectorate (Appendix 2).

## 4 CONSULTATION

The Head of Democratic Services, the Head of Legal Services and the Chief Social Work Officer have been consulted in the preparation of this report.

## 5 RESOURCE IMPLICATIONS

There are no resource implications arising from this report.

## 6 COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

6.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

This report relates to (i) A Safe, Secure and Welcoming Environment.

6.2 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Integrated Working

## 7 EQUALITIES IMPACT ASSESSMENT (EqIA)

An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (Eq1A) with the following outcome: assessed as **not relevant** for the purposes of Eq1A.

## 8 STRATEGIC ENVIRONMENTAL ASSESSMENT

Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).

The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is

required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

## 9 CONCLUSION

This report sets out a clear agenda for continuous improvement in the standards and quality of residential care services provided in Perth and Kinross.

**JOHN FYFFE**  
**Executive Director (Education and Children's Services)**

**Note:** No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

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**Date:** 9 May 2012

### Appendices:

Appendix 1 Care Inspectorate Inspection Report – Woodlea Cottage  
Appendix 2 Woodlea Cottage Improvement Plan

If you or someone you know would like a copy of this document in another language or format, (on occasion only, a summary of the document will be provided in translation), this can be arranged by contacting *The Communications Manager*  
E-mail: [ecsgeneralenquiries@pkc.gov.uk](mailto:ecsgeneralenquiries@pkc.gov.uk)



Council Text Phone Number 01738 442573

## Care service inspection report

### Woodlea Cottage

### Care Home Service Children and Young People

Woodlea Cottage  
Muirend Road  
Burghmuir  
Perth  
PH1 1JU

Inspected by: Duncan Craig

Type of inspection: Unannounced

Inspection completed on: 3 February 2012



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### Service provided by:

Perth & Kinross Council

### Service provider number:

SP2003003370

### Care service number:

CS2009236865

### Contact details for the inspector who inspected this service:

Duncan Craig

Telephone 01382 207200

Email enquiries@scswis.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 Environment		N/A
Quality of Staffing	5	Very Good
Quality of Management and Leadership		N/A

### What the service does well

We found that Woodlea Cottage provided a very good respite service to young people and their parents/carers.

Support was geared to individual needs, and wishes, and was designed to promote as independent and as full a life style as possible.

We found that support planning and communication arrangements were very good.

We saw that the service operated to a strong ethos of person centred work.

Respect, promotion of dignity and choice underpinned practice.

The service was very well managed and staffed.

We found a very hard working and very committed management and staff team.

### What the service could do better

Woodlea Cottage should continue to develop the service offered to young people and their parents/carers. The addressing of the recommendations contained within this report will assist this development.

### What the service has done since the last inspection

The Care Inspectorate carries out a more intense inspection programme for all newly registered services.

The establishing of this new service involved the amalgamation of two separate care service provisions, two separate staff teams, with different terms and conditions, and two sets of established practice.

It is evident that this has been, and remains, a complex and challenging experience for all involved.

However, we found that throughout this process the Management and Staff team have maintained their motivation and dedication. They continue to provide a high quality service to young people and their parents/carers.

The Managers have encouraged and facilitated staff debate and review of key areas of practice. This is with a view to team cohesion, shared ethos, shared values and shared expectations of practice.

This process continues successfully.

We found that Management and Staff had negotiated this major transition very well and were committed to their "new" service.

### **Conclusion**

We found that Woodlea Cottage provided a very good respite service to young people and their parents/carers.

The service was held in very high regard by young people and their parents/carers.

Support was geared to individual needs, and wishes, and was designed to promote as independent and as full a life style as possible.

We found that support planning and communication arrangements were very good.

We saw that the service operated to a strong ethos of person centred work.

Respect, promotion of dignity and choice underpinned practice.

Relationships between young people and staff were very good.

The service was very well managed and staffed.

We found a very hard working and very committed management and staff team.

### **Who did this inspection**

Duncan Craig

## 1 About the service we inspected

Woodlea Cottage was registered with the Care Inspectorate on 1 April 2011, having been registered with the previous regulatory body since July 2010.

The service provides two types of interrelated service:

1. Planned residential respite care to young people at weekends
2. Planned programmes of living away from home to assist young people gain independence skills and experience. This is in partnership with a local school.

Woodlea Cottage is purpose built and situated within a quiet residential area of Perth. The location affords good access to transport and local amenities.

The service has access to a mini-bus.

The focal point of the Cottage is a large, bright, well equipped centrally located living area.

There are seven bedrooms, two adjacent to well equipped bathrooms with overhead tracking and 5 of which are adjacent to well equipped shower rooms.

There is a domestic style kitchen, a dining area, staff office, laundry and medical room.

All areas are well equipped, well decorated and furnished.

The grounds offer a safe, fenced outdoor play area within a landscaped garden that includes a patio, soft play area and a trampoline.

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 - Grade 5 - Very Good**

**Quality of Management and Leadership - N/A**

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](http://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 medium intensity inspection. We carry out these inspections where we have assessed the service may need a more intense inspection.

### **What we did during the inspection**

This unannounced inspection was carried out by Inspector Duncan Craig of the Care Inspectorate.

An initial brief introductory visit to the service on 8 November 2011 was followed by a more thorough unannounced visit on 20 January 2012.

We spoke with young people at inspection, enjoyed tea in their company and observed their interaction with staff.

We gathered the views of five parents/carers by e-mail and received ten completed Care Standards Questionnaires.

We spoke with five members of the staff team at inspection.

We spoke with the Manager during the pre-visit and had telephone discussion with her before and after the inspection.

We spoke at length with the Senior Practitioner at inspection.

We looked at a broad range of records, policies and procedures  
Staff practice was observed throughout the inspection.

### **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](http://www.firelawscotland.org)

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

No recommendations were made following the inspection of 11 November 2010.

### **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 service provided us with a well considered self assessment that detailed strengths and some areas for improvement.

### **Taking the views of people using the care service into account**

We spoke with young people at inspection and during the pre-visit.

We observed their interaction with staff during both visits.

We received ten completed Care Standards Questionnaires. Some had been completed by young people and some had been completed by parents/carers on behalf of their young person.

We saw that young people enjoyed their time at Woodlea Cottage and enjoyed close and caring relationships with staff. We saw that young people felt safe and were confident and able to raise any issues with staff.

Some young people told us that they particularly enjoyed "the space and my bedroom" and the "chance to relax". Others told us that they enjoyed that company of the other young people and spending time with staff. One young person was very proud of his wallet and his ability to manage his own money.

Another young person stated that "the food choice is not good".

We observed very good interaction between young people and staff with lots of laughter, fun and affection.

### **Taking carers' views into account**

We gathered the views of five parents/carers by e-mail and received ten completed Care Standards Questionnaires

Overall, there was a high level of satisfaction with the service.

Within the ten completed Care Standards Questionnaires, in response to the statement: "Overall, how happy are you with the quality of service you receive?", two respondents were "Happy", seven were "Very Happy" and one was "Unhappy". However, the latter did not specify the cause of their unhappiness and had scored other areas of the questionnaire positively.

The five e-mail responses were, overall, very positive.

Comments from questionnaires and e-mails included:

"physical needs are well met"

"the staff were helpful and reassuring - it is clear that they are proud of the facility and are keen to use it to help parents and carers as much as possible"

"staff are kind and supportive"

"(health needs) managed well"

"(young person) gets to spend time in a stimulating environment and I receive a much needed break too"

"a wonderful facility staffed by helpful and committed staff"

"(young person is) developing confidence and life skills"

"opportunities for (young person) to develop social skills"

"an excellent facility that provides a service that is hugely appreciated"

"staff are knowledgeable, enthusiastic and accessible"

"Woodlea is a facility that needs to be celebrated and supported"

"(Managers) both excellent - very approachable and helpful - as are other members of staff"

"good communication and individual care plans"

"good management and organisation"

"it is particularly gratifying that activities at Woodlea can be linked to educational and life skill development goals agreed with the school"

"dedicated staff aware of young persons needs"

"all staff on duty are very helpful"

A small minority of parents/carers expressed concerns regarding the arrival and departure time for their young people.

A small minority of parents/carers expressed a view that group make up planning could be improved.

A larger minority of parents/carers were unaware of how to make a complaint, although they did comment on good communication with Managers and Staff and were confident to raise issues.

A large minority of parents/carers felt that the quality of catering could be improved.

One commented:

"There is no choice and no alternative if young people do not like it. It was better when a person cooked the meals on site, which could be adapted to suit allergies and picky eaters".

The Manager was aware of these views and stated that she would explore these issues further with parents/carers and the provider.

### 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

We found that Woodlea Cottage had very good arrangements in place to gather the views of young people and their parents/carers.

From initial referral and contact through to ongoing information gathering and assessment of needs, we found that young people and their parents/carers were integral to support planning and review.

We saw evidence that parents/carers were involved in Personal Care Assessments and Personal Intimate Care planning. Established procedures and routines from home, for example regarding medication, bedtimes and pastimes were, where possible, incorporated in to these.

The service used "Contact Sheets" for each young person during their stay. This recorded key information about the young person's stay. Parents/carers and the young person had access to these and were encouraged to record their own comments and observations. Likewise, Home/Woodlea diaries recorded a young person's stay and were passed to parents/carers following each stay. Young people and parents/carers were encouraged to record their views in these with a view to providing information that could enhance the young person's future stays.

We also saw that the service maintained very good records of phone and email contact with parents/carers to enable the service to act upon up to date information and any changes to need..

We found that the service regularly used parent/carer and young person questionnaires to seek views as to the quality of care and the service generally. Collated results were made available to parents/carers, their young people and other stakeholders. Additionally we saw that questionnaires had been used to gain the views of Health and Social Work colleagues.

We saw that young people had their views sought and recorded through regular House Meetings. Participation was, of course, dependent upon the abilities of each individual young person. However, we found that staff were very knowledgeable

about the young people they worked with and we saw examples of very good advocacy on their behalf.

This knowledge and insight informed staff attendance at relevant external agency review and planning meetings.

During inspection we saw that young people and staff enjoyed very good, trusting and caring relationships. We saw very good dialogue and interaction during an evening meal.

We saw that a range of communication methods were used to encourage young people to make their wishes known. These included symbols, pictures, photos and signing.

We saw staff respond quickly, discreetly and sensitively to the immediate needs and wishes of the young people in their care.

Returned Care Standard Questionnaires and e-mail responses from parents/carers told us that communication with the service was effective and that they felt their views were valued and welcomed.

### **Areas for improvement**

The Local Authority had a very detailed user participation strategy. We discussed with Managers and Staff the potential benefits of having a service specific "Participation Statement" to compliment the above. This would make explicit that the service welcomed comments and observations and detail how they could be progressed.

We felt that a regular "Newsletter" or "Update Bulletin" would enhance information exchange between the service, young people, parents/carers and other stakeholders. Some parents/carers were unaware of the Local Authority and The Care Inspectorate Complaints procedures. The service should address this.

Some young people and parents/carers expressed dissatisfaction with the catering arrangements. The service should address this.

A minority of parents/carers felt that arrival and departure times at week ends could be improved. These views should be explored.

A minority of parents/carers felt that greater consideration should be given to planning the make up of young people groups. These views should be explored.

The Management and Staff were aware of these issues and the Manager stated that she would revisit these concerns with parents/carers and external management.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 3

### **Recommendations**

1. To enhance existing very good participation arrangements, the service should consider adopting a service specific "Participation Statement" and developing a regular Newsletter or Update Bulletin for young people, parents/carers and other interested parties.

- NCS 8 Care Homes for Children and Young People - Exercising Your Rights.  
NCS 9 Care Homes for Children and Young People - Making Choices.  
NCS 18 Care Homes for Children and Young People - Concerns, Comments and Complaints.
2. The service should ensure that parents/carers are aware of the Local Authority and The Care Inspectorate Complaints procedures.  
NCS 18 Care Homes for Children and Young People - Concerns, Comments and Complaints.
3. As discussed at inspection, the Manager should revisit some parents/carer concerns regarding arrival and departure times at week ends and the make up of young people groups.  
NCS 4 Care Homes for Children and Young People - Support Arrangements.

### Statement 3

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

### Service strengths

We found that Woodlea Cottage had very good arrangements in place to ensure that young people's health and wellbeing needs were met.

Upon referral to the service, a comprehensive health assessment was carried out to identify the needs of the young person and how these needs impacted upon their family/carers.

From this assessment, the level of support was agreed by a multi-disciplinary panel, including Health and Social Services.

Complimentary to the above, each young person is the subject of a "Health and Wellbeing" assessment that informs the service as to the vulnerability/resilience of the child. This information provides that basis of personal care delivery.

We found that medication arrangements, including recording and monitoring, were very good and in line with best practice guidance. These arrangements involved parents/carers and Health professionals accordingly.

The service had established relationships with a range of health professionals who they could consult with as required. This included the Community Paediatric Nurse who had delivered training to staff regarding technical aspects of personal and physical care delivery.

We found that the service was aware of, and operated to, the Local Authority policies, procedures and guidance regarding Infection Control, Food Safety Management and other health and hygiene related issues.

We found the Management and Staff team to be knowledgeable regarding Child Protection policy, procedures and practice. We saw that staff cultivated an open and safe care environment. Managers and Staff told us that they could access the Child Protection Duty Team for informal advice and discussion.

Staff undertook annual Child Protection refresher training.

We found that review and planning arrangements were very good. This ensured that young people were able to maximise their development opportunities whilst involved with the service.

Statutorily, young peoples progress was reviewed as per the Children (Scotland) Act 1995 and the Additional Support for Learning Act 2004. Following on from these reviews, individual Support Plans were updated. We saw that on a day to day level, through very effective information exchange and "Shift Planning", young peoples health and wellbeing needs were monitored and addressed.

The Staff Team had undertaken training in deescalation techniques, Crisis and Aggression Limitation Management, (CALM), and plans for annual re-accreditation were in place. Due regard was also given to the "Holding Safely " guidance accredited by British Institute for Learning Difficulties. Recording arrangements for incidents were in place. During inspection we saw a challenging situation handled very well and sensitively by Staff members.

We found that young people had access to a range of activities both on a planned and spontaneous bases.

Activities were designed to promote physical, intellectual and social development. The service had a range of equipment and expertise. For example, massage skills, art and craft skills, massage equipment, outdoor play area and equipment, "medical-bath", Wii, toys and games. These, as well as providing "fun", were also used to encourage physical stimulation, cognitive development and general health and wellbeing.

We saw that a range of communication methods were used to encourage young people to make their wishes and choices known.

We observed the care given to one young person who required "one to one" care. This was of a very high standard, gave due regard to his choices and wishes and promoted his dignity throughout. We observed a very happy young man who was having "great time" with staff he knew and trusted.

The Staff Team showed a very good understanding and awareness of healthy eating promotion and issues.

The meal we enjoyed at inspection was pleasant, well cooked and presented. Most young people enjoyed it and we saw that special dietary needs were catered for.

The meal was a very pleasant social and "homely" experience for those involved. Staff were able to provide a limited alternative if young people did not care for what was on offer.

We saw that cleaning and environment risk assessment routines were very good.

The service enjoyed the contribution of a Domestic Worker.

### **Areas for improvement**

The views of some parents/carers indicated a degree of dissatisfaction with the quality of meals.

We felt that catering arrangements seemed unnecessarily complex, with meals being provided from two different sources. This detracted from the "homely" culture of the service.

We could not see where young people were involved in menu planning. Choice at meal times was limited.

Managers and Staff felt that alternative arrangements would improve the respite experience for young people and would prove cost effective. We felt that this view should be explored by the provider

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 1

### **Recommendations**

1. The provider should explore alternative catering arrangements that would better, and more cost effectively, meet the needs of young people using the service. This should include the involvement of young people in menu planning and the provision of choice.

Young people, their parents/carers, Management and Staff should be consulted as a key part of this exploration.

NCS 10 Care Homes for Children and Young People - Eating Well.

**Quality Theme 2: Quality of Environment - NOT ASSESSED**

## 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

The information contained within Quality Theme 1, Statement 1, is relevant to this Statement.

We found that Woodlea Cottage had very good arrangements in place to gather the views of young people and their parents/carers.

We found that relationships between parents/carers and staff were very good and parents/carers told us that they felt able and confident in raising issues directly with Staff or with Managers. Initial contact upon referral "set the tone" for open communication expectations.

This was reinforced by staff information sharing guidance entitled "Communicating with Parents".

The Manager told us that, as a component of Managerial audit and overview, a tool entitled "Evaluation of Woodlea Practices" was used. This required Managers to engage with young people, and observe practice and interaction. The Manager told us young people were encouraged to "tell us what they think the staff do well, what they could do better, and how they are treated".

We saw that minutes of young peoples meetings, "House Meetings" were recorded and acted upon appropriately by Staff and Management.

We saw that staffing issues raised through House Meetings and through "Contact Sheet" recordings, informed the agenda for Staff Meetings and Staff Supervision.

At inspection we found young people and Staff to enjoy very good relationships. We saw that Staff members used a variety of communication methods, coupled with their in depth knowledge of the young person, to ensure that wishes and choices were listened to. Young people were seen to be relaxed and comfortable the company of their Staff team.

### Areas for improvement

The service should continue to explore ways of involving young people and parents/carers in the staffing of the service. For example, consideration should be given to involving young people and parents/carers in staff training and development and recruitment.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 1

## Recommendations

1. Consideration should be given to involving young people and parents/carers in staff recruitment, training and development.  
NCS 7 Care Homes for Children and Young People - Management and Staffing.  
NCS 18 Care Homes for Children and Young People - Concerns, Comments and Complaints.

## Statement 3

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

## Service strengths

As stated earlier in this report, the establishing of Woodlea Cottage involved the amalgamation of two separate care service provisions, two separate staff teams, with different terms and conditions, and two sets of established practice.

From discussion with all involved, it was evident that this had been, and remained, a complex and challenging experience.

However, we found that throughout this process the Management and Staff team had maintained their motivation and dedication. We found that they continued to provide a high quality service to young people and their parents/carers.

The Team brought to the service a range of skills, knowledge and experience, highly suited to contributing to, and developing, the "new" resource.

Staff turnover was minimal and the local authority had very good policy and procedures in place for staff recruitment. The Manager and Senior Practitioner were able to describe these to us.

We spoke with two recently appointed staff members who described to us a very thorough and robust recruitment and induction experience. Part of induction was familiarisation with Care Standards and Scottish Social Services Council, (SSSC), Codes of Practice.

All the Staff members we spoke with told us that supervision was regular and that they felt supported by Managers and peers in their work. An appropriate Staff Meeting structure was in place. Working relationships were described as "very good" and we saw this to be the case at inspection. Staff worked to an agreed "shift plan", were responsive to presenting need and were able to deploy themselves well when presented with a potential challenging situation.

It was evident to us that the welfare and wellbeing of the young people was paramount in all the staff activity we observed.

The Management and Staff team had undergone a range of relevant and appropriate training and development. All, bar the two recently appointed team members, were registered with the SSSC.

Staff described to us a range of training and development events that they had been involved in recently. These included Epilepsy Management, Child Protection, Risk Assessment and Food Hygiene. The service made very good use of training

opportunities provided by the Centre for Excellence for Looked After Children in Scotland, (CELCIS) and the local Education and Health providers.

### **Areas for improvement**

To enhance and encourage the move toward a fully integrated staff team, "Whole Team" meetings should be held more often.

Likewise, opportunities for the two staff groups to work alongside each other, like the present arrangements on Friday evenings, should be identified and created.

The identifying and agreeing of specific, realistic and achievable short term goals for the service , would further encourage whole team cohesion.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 1

### **Recommendations**

1. The service should continue the constructive transition to a fully integrated and unified staff team.  
"Whole Team" meetings should be held more often and provide the main vehicle for this transition.  
Opportunities for the two staff groups to work alongside each other should be identified and created.  
The identifying and agreeing of specific, realistic and achievable short term goals for the service, would further encourage whole team cohesion.  
NCS 7 Care Homes for Children and Young People - Management and Staffing.

**Quality Theme 4: Quality of Management and Leadership - NOT ASSESSED**

## 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

<b>Quality of Care and Support - 5 - Very Good</b>	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
<b>Quality of Environment - Not Assessed</b>	
<b>Quality of Staffing - 5 - Very Good</b>	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
<b>Quality of Management and Leadership - Not Assessed</b>	

## 6 Inspection and grading history

Date	Type	Gradings
11 Nov 2010	Announced	Care and support 5 - Very Good Environment 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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This inspection report is available in other languages and formats on request.

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

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# eForms Document

SCSWIS Action Plan

## **Care Homes for Children and Young People, School Care Accom and Secure Accom**

**Woodlea Cottage**

**CS2009236865**

## General Information

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### General Information about the Inspection

<b>Inspected by:</b>	Duncan Craig
<b>Type of Inspection:</b>	Unannounced
<b>Inspection Completed on (date):</b>	Friday 3rd February 2012

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

### Requirements

### Recommendations

1

To enhance existing very good participation arrangements, the service should consider adopting a service specific "Participation Statement" and developing a regular Newsletter or Update Bulletin for young people, parents/carers and other interested parties.

NCS 8 Care Homes for Children and Young People - Exercising Your Rights. NCS 9 Care Homes for Children and Young People - Making Choices. NCS 18 Care Homes for Children and Young People - Concerns, Comments and Complaints.

#### **Action Planned:**

Service specific "participation Statement" will be written into Woodlea Functions and Objectives which is given to parents/carers prior to their child receiving placement within Woodlea.

"Contributing to your care" statement within the child/young person's handbook will be reviewed and heading changed to "Child Young Person's and Families Participation Statement".

Termly Newsletter to be reinstated to keep parents/carers and other interested parties to keep them updated/Informed.

#### **Timescale:**

June 2012

#### **Responsible Person:**

Danya Millar

2

The service should ensure that parents/carers are aware of the Local Authority and The Care Inspectorate Complaints procedures.

NCS 18 Care Homes for Children and Young People - Concerns, Comments and Complaints.

#### **Action Planned:**

Inform parents/carers of the Local Authority and the Care Inspectorate complaints procedure, through termly Newsletter, Functions and Objectives and poster in front hall.

#### **Timescale:**

June 2012

#### **Responsible Person:**

Danya Millar

As discussed at inspection, the Manager should revisit some parents/carer concerns regarding arrival and departure times at week ends and the make up of young people groups.

NCS 4 Care Homes for Children and Young People - Support Arrangements.

**Action Planned:**

Inform parents/carers of reasons for arrival/departure times within our Functions and objectives and termly newsletter.

Meet with the parent who had informally raised this concern to discuss further the reasons why we have to have a three hour break between the young people leaving after their holiday respite and the next four young people coming in for their holiday respite.

(Beds to be changed and re-made, laundry to be done, room organisation for next respite (bed safe space to be made up) and most importantly staff discussion of the respite just finished and next respite about to take place. This much needed time allocation is crucial if we want to discuss what went well, what didn't go so well/ what should we do differently in order to provide the appropriate support/care during the young person's next respite next stay.

Inform parents/carers (Functions and Objectives/Newsletter) of the process Woodlea/Fairview School (Curricular placements) and Woodlea/Child Health Team (Respite) use to decide on the make up of the groups of young people receiving a placement within Woodlea.

Meet with the parents who requested and received a change to the mix of young people their son attended respite with. Revisit with them the reasons for placing their son with the most able group (curricular week programme). Original meeting offered at the time was declined as they said that their child was very happy with the group and was coming home with lots of positive news about his friends and activities at Woodlea.

**Timescale:**

March 2012

**Responsible Person:**

Danya Millar

**We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.**

**Requirements**

**Recommendations**

**We ensure that service user's health and wellbeing needs are met.**

### **Requirements**

### **Recommendations**

1

The provider should explore alternative catering arrangements that would better, and more cost effectively, meet the needs of young people using the service. This should include the involvement of young people in menu planning and the provision of choice.

Young people, their parents/carers, Management and Staff should be consulted as a key part of this exploration.

NCS 10 Care Homes for Children and Young People - Eating Well.

#### **Action Planned:**

Are currently reviewing options which would better and more cost effectively meet the needs of the children and young people who use the service.

Have meeting set up with Simon Farrer Catering Manager on the 29th February to discuss the options available to us.

#### **Timescale:**

June 2012

#### **Responsible Person:**

Danya Millar & Irene Miller Improvement Officer

**We use a range of communication methods to ensure we meet the needs of service users.**

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

**The environment allows service users to have as positive a quality of life as possible.**

**Requirements**

**Recommendations**

**The accommodation we provide ensures that the privacy of service users is respected.**

**Requirements**

**Recommendations**

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

### **Requirements**

### **Recommendations**

1

Consideration should be given to involving young people and parents/carers in staff recruitment, training and development.

NCS 7 Care Homes for Children and Young People - Management and Staffing. NCS 18 Care Homes for Children and Young People - Concerns, Comments and Complaints.

### **Action Planned:**

Invite candidates for pre interview visit to Woodlea. Involve young people in showing the candidates around Woodlea and gain their views about the candidates skills and abilities.

Speak with young people to gauge their views about being on an interview panel. If they would like to be involved discuss with their parents/carers and other relevant agencies such as schools to agree way forward.

Questionnaires for young people, their parents/carers and other interested parties on what skills and abilities should a member of staff have.

### **Timescale:**

June 2012

### **Responsible Person:**

Danya Millar

**We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.**

**Requirements**

**Recommendations**

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

### **Requirements**

### **Recommendations**

1

The service should continue the constructive transition to a fully integrated and unified staff team. "Whole Team" meetings should be held more often and provide the main vehicle for this transition. Opportunities for the two staff groups to work alongside each other should be identified and created.

The identifying and agreeing of specific, realistic and achievable short term goals for the service, would further encourage whole team cohesion.

NCS 7 Care Homes for Children and Young People - Management and Staffing.

### **Action Planned:**

Our five planned (whole team) training days per year will now incorporate a team meeting.

A further 6 days (whole team) will be offered (before and after respite holidays) for planning and evaluation and will incorporate team meeting.

We are currently waiting to hear if we will receive finance which will allow our service to run as one team, 52 weeks of the year.

### **Timescale:**

2012

### **Responsible Person:**

Danya Millar, & Irene Miller - Perth and Kinross SMT

**We ensure that everyone working in the service has an ethos of respect towards service users and each other.**

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

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

**Requirements**

**Recommendations**

**We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide.**

**Requirements**

**Recommendations**

## Submission Declaration

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**Declaration** I confirm that by submitting this action plan I have the authority of the service provider to complete the action plan.

Name:

Danya Millar

I am: (Select an option)

***The manager of the service*** / The owner of the service