

PERTH AND KINROSS COUNCIL

Executive Sub-Committee of Lifelong Learning Committee

4 May 2015

Care Inspectorate Inspections of Care Homes for Children and Young People

Report by Executive Director (Education and Children's Services)

PURPOSE OF REPORT

This report sets out the key findings following an unannounced inspection of Woodlea Cottage carried out by the Care Inspectorate in January 2015. Progress is shown against areas for improvement for consideration and comment by the Executive Sub-Committee of Lifelong Learning Committee.

1. BACKGROUND

1.1 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 for the Care Inspectorate's inspection and improvement 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 is to be promoted;
- Diversity in the provision of social services is to be promoted with a view to those persons being afforded choice; and
- Good practice in the provision of social services is to be identified, promulgated and promoted.

1.2 The Act places duties on the Care Inspectorate to make arrangements which will secure continuous improvement, to ensure user focus, and to co-operate with other specified scrutiny bodies.

1.3 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 and the written reports and grades are made public via the Care Inspectorate's website.

1.4 Services are measured against the [National Care Standards](#) and quality themes:

- Quality of Care and Support;
- Quality of Environment or Information;
- Quality of Staffing; and
- Quality of Management and Leadership.

1.5 Each quality theme is graded on a 6-point scale in which 1 = unsatisfactory, 2 = weak, 3 = adequate, 4 = good, 5 = very good and 6 = excellent.

- 1.6 In addition to a visit to each service, inspectors consider evidence from a range of sources when judging a service's performance since it was last graded, including:
- Upheld complaints and whether identified issues have been resolved;
 - Notifiable incidents and how the 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 the annual return.
- 1.7 The Care Inspectorate conducts unannounced inspections for all regulated services as the main inspection method unless there are practical reasons that this is not appropriate. There are longer intervals between inspections for better performing services and a greater focus on risk-based inspections for poorly performing and high-risk services, such as those which provide 24 hour residential care.
- 1.8 Following an inspection, the Care Inspectorate may set out a series of:
- **Recommendations:** statements that set out actions the care service provider should take to improve or develop the quality of the service.
 - **Requirements:** statements which set out what is required of the care service provider to comply with relevant legislation.
- 1.9 Care service providers must submit an action plan to the Care Inspectorate addressing any requirements and recommendations identified. Progress against the action plan is monitored by the Care Inspectorate through annual return and self-assessment forms submitted by the care service provider, and through subsequent inspection.

2 RECENTLY PUBLISHED REPORTS

2.1 This report presents the findings of the inspection of Woodlea Cottage in January 2015 by the Care Inspectorate. A progress update is provided on planned actions resulting from the areas of improvement highlighted in the inspection report. There were no recommendations or requirements arising from this inspection.

2.2 Woodlea Cottage

2.2.1 The Care Inspectorate carried out an inspection of Woodlea Cottage in January 2015. The inspection was unannounced and low intensity. This level of inspection is carried out when the Care Inspectorate is satisfied that services are working hard to provide consistently high standards of care.

2.2.2 Woodlea Cottage is a care home service providing respite and short breaks for up to seven children aged from seven to 18 with severe, complex and enduring needs arising from learning and physical disabilities. Children using the service can do so for up to 28 consecutive days. Staff also provide an outreach service to children and their families, though this is not part of the registered care service.

2.2.3 The Care Inspectorate identified the following key strengths:

- a comfortable, safe and well-maintained environment;
- a clear commitment to supporting children to express their views and make choices about the time they spend in Woodlea;
- staff who develop very good relationships with young people and support them to achieve and have positive experiences;
- strong and effective management and leadership with a clear vision; and
- a commitment to continuous improvement.

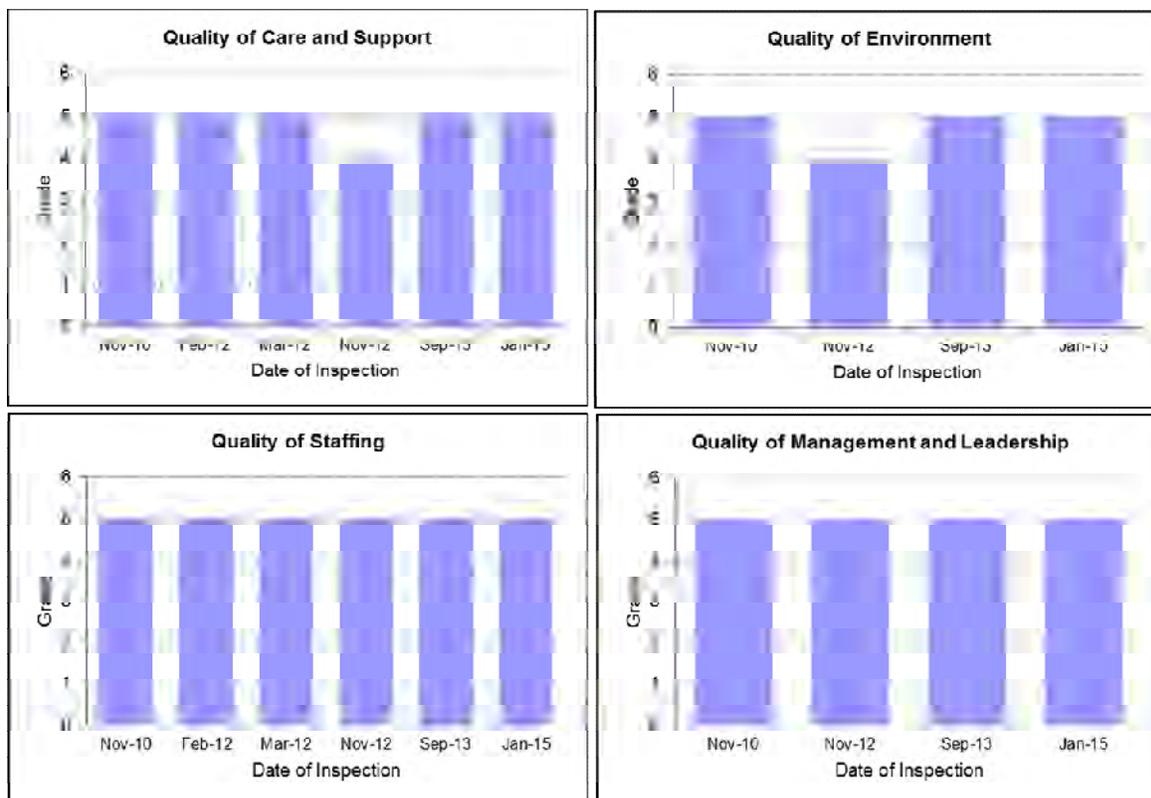
2.2.4 The inspection found all four of the quality themes, Quality of Care and Support, Quality of Environment, Quality of Staffing and Quality of Management and Leadership to be **very good**.

2.2.5 The service has identified a number of areas for improvement from self-evaluation and a summary is provided in Appendix 1.

2.2.6 A copy of the full inspection report is provided in Appendix 2.

2.2.7 The last inspection of Woodlea Cottage was completed in September 2013 and reported to the Executive Sub-Committee of Lifelong Learning Committee on 5 February 2014 (Report No. [14/43](#) refers). 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 CONCLUSION AND RECOMMENDATION

- 3.1 The report by the Care Inspectorate provides further information on the standards and quality in our services and sets out a clear agenda for continuous improvement.
- 3.2 It is recommended that the Executive Sub-Committee of Lifelong Learning Committee:
- (i) considers and comments as appropriate on the contents of the report.

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1. Strategic Implications

Community Plan / Single Outcome Agreement

1.1 This report relates to Objective No (i) Giving every child the best start in life.

Corporate Plan

1.2 The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i) Giving every child the best start in life.

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

2. Resource Implications

Financial

2.1 Not applicable (n/a)

Workforce

2.2 Not applicable (n/a)

Asset Management (land, property, IT)

2.3 Not applicable (n/a)

3. Assessments

Equality Impact Assessment

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

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.

However, it is anticipated that the work on the quality indicators will promote equality of access to care and support. Where appropriate, improvement policies, procedures or strategies will require equalities assessments to ensure compliance with our duty to ensure there is no adverse impact on any community group.

Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.3 Not applicable (n/a)

Legal and Governance

3.4 Not applicable (n/a)

Risk

3.5 Not applicable (n/a)

4. Consultation

Internal

- 4.1 Relevant Heads of Service and Service Managers within Education and Children's Services have been consulted in the preparation of this report.

External

- 4.2 Not applicable (n/a)

5. Communication

- 5.1 Not applicable (n/a)

2. BACKGROUND PAPERS

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above report:

- Care Inspectorate Inspection reports, published by the [Care Inspectorate](#)
- Care Inspectorate Inspections of Support and Residential Care Services for Children and Young People, Executive Sub-Committee of Lifelong Learning Committee, 5 February 2014 (Report No. [14/43](#) refers)

3. APPENDICES

- Appendix 1: Woodlea Cottage
Summary of Progress or Proposed Actions against Areas for Improvement
- Appendix 2: Care Service Inspection Report

Appendix 1: Summary of Progress or Proposed Actions against Areas for Improvement

Areas for Improvement	Progress/Proposed Actions
Quality of Care and Support	
<p>Improvement: The service should continue to encourage parents, carers and children to express their views.</p>	<p>Engagement and involvement of parents, carers and children with our service continues to be a high priority for Woodlea. We will continue to use a variety of means to do this, such as newsletters, open mornings, questionnaires and suggestion box. We hold regular 'House Meetings' with young people to gain their views on the service and record views on the daily contact sheet.</p> <p>In addition to our routine approaches to capture views we are also undertaking an independent evaluation of the service (by the graduate trainee) through semi-structured interviews of individual parents/carers to enable objective discussion and responses.</p> <p>Through the outreach work we have developed to support children, young people and their families in their own homes and the early intervention work we undertake, we identify improvements that are beneficial to our residential unit work. For example we have clear expectations of active ongoing involvement and engagement with parents, children and young people, and undertake this through ongoing discussions with them to ensure their views on progress and priorities are reflected.</p>
<p>Improvement: The manager was aware that the quality of review records needed to be improved. The review report is a good opportunity for a periodic evaluation of children's progress and the record should show that the plan has been fully discussed.</p>	<p>Agreement has now been reached with Fairview to incorporate the review of the Woodlea placement and support plan into the young person's yearly school review. To support this approach Social Work Reviewing Officers will hold Looked After Children reviews for all young people at Woodlea six months after their yearly school review.</p> <p>We have revised staff guidance and the review procedure/protocol and all the staff team have been made aware of this change. Staff training on the revised review procedure will take place shortly. As a result of each review, the six monthly Children's review outcome sheet is updated and emailed to staff. This enables all staff to be aware of progress/issues relating to each child.</p>
<p>Improvement: Staff should ensure that parents complete the section of the medication consent form detailing the condition being treated. They should also be more specific about the reason for administering 'as required' medication rather than for example, 'pain'.</p>	<p>We have redesigned the medication consent form to encourage parents and carers to include specific information about the child's condition.</p> <p>Staff training on the redesigned medication consent form and the importance of encouraging parents to complete fully will be included in the training day on 20 April.</p> <p>As part of our outreach work we support the family in their own homes to maximise the opportunities and independent living of their child, and this will include understanding the importance of routines and understanding the impact that appropriately administered medications have on positive life experiences and wellbeing.</p>

Areas for Improvement	Progress/Proposed Actions
Quality of Environment	
<p>Improvement: The service should continue to maintain the environment at this very high standard.</p>	<p>We will continue to have high expectations of young people and others to look after the building and contents by:</p> <ul style="list-style-type: none"> • reporting repairs to property in a timely manner; • holding regular Health and Safety meetings; • working with neighbourhood community groups (such as Viewland Venture) to upgrade the garden area. <p>We have also introduced environment onto the staff team agenda to encourage/gain views on a regular basis. We will, by June 2015, devise a rolling maintenance programme to update décor, fixtures and fittings.</p>

Quality of Staffing	
<p>Improvement: Staff sickness had placed additional demands on the staff team, though the service had adhered to the staffing schedule specifying minimum numbers on duty at all times.</p>	<p>We will continue to use a range of approaches, including:</p> <ul style="list-style-type: none"> • robustly follow PKC Maximising Attendance Policy/Procedures; • support the staff team to be flexible in changing shifts to cover sickness absence (thus ensuring consistency for our young people); • proactively discuss physical and emotional health at monthly supervision sessions for all staff; • work towards Healthy Working Lives Bronze award which develops a planned and integrated approach to improving health, safety and wellbeing for the Woodlea staff team.
Quality of Management and Leadership	
<p>Improvement: The manager was in the process of completing the service's annual report.</p>	Complete
<p>Improvement: Analysis of incidents should be dated.</p>	Complete



Care service inspection report

Woodlea Cottage Care Home Service Children and Young People

Woodlea Cottage
Muirend Road
Burghmuir
Perth
PH1 1JU
Telephone: 01738 474705

Type of inspection: Unannounced

Inspection completed on: 9 January 2015

Contents

	Page No
Summary	3
1 About the service we inspected	5
2 How we inspected this service	7
3 The inspection	11
4 Other information	21
5 Summary of grades	22
6 Inspection and grading history	22

Service provided by:

Perth & Kinross Council

Service provider number:

SP2003003370

Care service number:

CS2009236865

If you wish to contact the Care Inspectorate about this inspection report, please call us on 0345 600 9527 or email us at enquiries@careinspectorate.com

Summary

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

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

We gave the service these grades

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

What the service does well

The service's strengths in the areas inspected include:

- a comfortable, safe and well-maintained environment;
- a clear commitment to supporting children to express their views and make choices about the time they spend in Woodlea;
- staff who develop very good relationships with young people and support them to achieve and have positive experiences;
- strong and effective management and leadership with a clear vision;
- a commitment to continuous improvement.

What the service could do better

There was scope to improve the quality of reviews of children's personal plans.

What the service has done since the last inspection

The service had continued to review its performance, seek the views of stakeholders and plan for further improvement with a view to improving outcomes for children and young people. For example, it had:

- provided a bespoke training programme for staff;
- purchased tablet computers for use by children and staff as training and communication tools;
- developed children's menus;
- begun the process of applying for a Healthy Working Lives Award and introduced relevant new staff support initiatives;
- put a staff member through a Makaton training for trainers course;
- made some improvements to the environment.

Conclusion

This is an impressive, high quality service with strong leadership and a clear focus on effective quality assurance and continuous improvement. The staff team provides a safe and nurturing environment for children and supports them to achieve and have positive experiences. They have achieved this despite the additional challenges caused by recent staffing shortages.

1 About the service we inspected

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

Requirements and recommendations

If we are concerned about some aspect of a service, or think it could do more to improve, we may make a recommendation or requirement.

- A **recommendation** is a statement that sets out actions the care service provider should take to improve or develop the quality of the service, but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, relevant codes of practice and recognised good practice.
- A **requirement** is a statement which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 and Regulations or Orders made under the Act or a condition of registration. Where there are breaches of Regulations, Orders or Conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Inspectorate.

Woodlea Cottage is a care home service providing respite and short breaks for up to seven children aged from seven to 18 with severe, complex and enduring needs arising from learning and physical disabilities. Children using the service can do so for up to 28 consecutive days. The service is provided by Perth and Kinross Council. Staff also provide an outreach service to children and their families though this is not part of the registered care service.

The home was purpose-built in 2010 and is situated in a residential area in Perth, about a mile and a half west of the city centre. All areas accessed by children using the service are on the ground floor. They include an open-plan living and dining room, kitchen and seven bedrooms, each with an adjacent shower or bathroom. The 'annexe' has two of these bedrooms and its own living, dining and kitchen area. The home also has staff offices, a laundry and medical room. At the rear of the building is a fenced garden leading directly from the living room. The premises can be accessed by wheelchair. The service has access to a mini-bus for outings.

The staff group consists of the manager (the team leader), a senior practitioner, senior social care officers and social care officers, domestic and catering staff.

The service's aims and objectives include:

- to enable all children, young people to realise their potential and become as independent as possible relevant to their aspirations and needs. In developing skills for life we will enable them to be effective contributors, responsible citizens, confident individuals and successful learners;
- to work closely with parents/carers and children in respect of all planning and decision-making;
- provide a warm, welcoming, stimulating environment;
- ensure children, young people are safe and protected;
- provide high quality learning/care opportunities which meet the needs of all young people, parents/carers and the wider community, where learning is positive, constructive, active and enjoyable.

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 - Grade 5 - Very Good

Quality of Staffing - Grade 5 - Very Good

Quality of Management and Leadership - Grade 5 - Very Good

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

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 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 wrote this report following an unannounced inspection by one inspector on the following days in 2014:

- Monday 8 December between 11.35am and 6.05pm;
- Thursday 11 December between 10.10am and 1.20pm;
- Thursday 18 December between 1.50pm and 6.55pm.

We gave feedback on our findings to the manager on the last day.

As part of the inspection, we took account of the completed annual return and self-assessment that we asked the provider to complete and submit to us. We sent six questionnaires to the manager to forward to young people or their parents. Of these we received one completed questionnaire. We also received four out of six questionnaires from staff.

We looked at:

- the service improvement plan and business management plan;
- children's records, including assessments, personal plans and reviews;
- newsletters and an information booklet;
- records of children's meetings;
- a variety of risk assessments;
- staff meeting records;
- staff training records;
- some supervision records;
- the Scottish Social Services Council's register;
- medication records and audits;
- records of health and safety meetings;
- the quality assurance calendar;
- self-evaluation records;

- records of accidents and incidents.

We spoke to:

- the manager and senior practitioner;
- three care staff;
- the cook;
- six children.

We visually checked some equipment and inspected parts of the environment inside and out. We also had an evening meal with staff and children.

Grading the service against quality themes and statements

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

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

Inspection Focus Areas (IFAs)

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

Fire safety issues

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

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

The requirement

The provider must ensure that reviews of personal plans take place at the necessary intervals.

This is in order to comply with: SSI 2011/210 Regulation 5(2)(iii)

Timescale for implementation: this process to be completed within three months of receipt of this report.

What the service did to meet the requirement

This had been achieved.

The requirement is: Met - Within Timescales

The annual return

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

Annual Return Received: Yes - Electronic

Comments on Self Assessment

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

We received a fully completed self-assessment document from the manager. We were satisfied with the way this was completed and with the relevant information included for each heading that we grade services under. The manager identified what the service thought they did well, some areas for development and any planned changes.

Taking the views of people using the care service into account

We spoke to about half a dozen children over the three visits. Their feedback and our observations of their interaction with staff and engagement in activities led us to

conclude that they enjoyed their time at Woodlea and had good relationships with staff.

Taking carers' views into account

We did not have the opportunity to speak to any parents or carers during our visits.

3 The inspection

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

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service strengths

The service met all aspects of this statement and achieved a very good standard. This means that the service was committed to listening to children and their parents and carers and to making changes that reflected their views and preferences.

These strengths included:

- a range of information about the service for parents and carers. This included an information booklet and regular newsletters. These let parents know what they can expect of their child's stay and keep them informed of important events and developments;
- regular telephone contact with parents both before and after a child's stay. Staff also sent the holiday activity programme and menus in advance;
- periodic house meetings for children where staff encouraged them to say whether they were enjoying themselves, what activities they would like to do and whether they liked the food;
- questionnaires to find out parents' views about different aspects of the service;
- opportunities for parents to contribute to reviewing key policies and procedures;
- some visits by Who Cares? Scotland, who provide an advocacy and children's rights service and an important element of independence;
- open day events for parents and children: these are very good, informal opportunities for finding out more about Woodlea and meeting other service users and carers;

- promoting involvement in inspections by giving out questionnaires and providing opportunities for the inspector to speak to children. Information about the published report is also shared with parents in the newsletter;
- a complaints procedure for use in the event that there is any dissatisfaction with the service.

Areas for improvement

The service should continue to encourage parents, carers and children to express their views.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 3

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

Service strengths

The service's performance was very good and had major strengths, achieving positive outcomes for children. We also found aspects of excellence in performance.

Strengths included:

- staff supported children to make progress in achieving focussed targets identified and agreed with parents. The service had an individualised approach to meeting children's needs but had expectations that all children could move forward whatever the nature and degree of their disability. These expectations extended to maintaining boundaries for behaviour and learning how to relate to others. All plans included supporting children to access the community. There was clear evidence that children had improved their self-care, social and independence skills over the course of their attendance at Woodlea. Some older children also took part in an independent living group;
- children had regular access to fresh air and appropriate exercise during their stay;
- staff identified children's individual dietary needs and preferences and following discussions with the cook had reviewed the menu. Children seemed to enjoy their food and had opportunities to learn important skills at the same time;
- improving bedtime routines was very important for a number of children given the recognised psychological and physical benefits. Staff had achieved successes in this area and four team members provided Sleep Scotland clinics;
- arrangements for managing medication were safe and effective, meaning that children received the right medication at the right time;

- staff used a risk assessment and management approach to keep children safe from harm, for example during activities;
- some children had begun to use computer tablets recently purchased by the service. These had the potential for helping them to develop ICT skills and improve communication skills.

Areas for improvement

The manager was aware that the quality of review records needed to be improved. The review report is a good opportunity for a periodic evaluation of children's progress and the record should show that the plan has been fully discussed.

Staff should ensure that parents complete the section of the medication consent form detailing the condition being treated. They should also be more specific about the reason for administering 'as required' medication rather than for example, 'pain'.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

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 environment within the service.

Service strengths

The strengths recorded under Quality Theme 1.1 are also relevant strengths in this area. In addition, children and their parents and carers had contributed to improvements in the garden.

Areas for improvement

See Quality Theme 1.1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 2

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

Service strengths

The home provided a very safe environment for young people. We identified the following strengths:

- staff kept the home clean, warm and in a very good state of repair and decoration. Fire exits were clear in the event that evacuation was required;
- storage for food and medicines was safe and suitable. Whilst problems with temperature control were being addressed, the service used temporary measures to reduce the heat in the medication room;
- all children had a personal emergency evacuation plan and staff practised evacuation regularly;
- doors were alarmed so that staff would be alerted to a child attempting to exit the home;
- regular meetings were held to monitor health and safety and infection control;

- the risk assessment for the premises identified potential hazards and had been shared with all staff;
- the provider contracted with a variety of firms to conduct regular equipment checks and maintenance;
- staff had access to appropriate protective equipment including gloves, aprons and liquid soap for hand washing;
- there was an effective system for repairs in the home;
- since the last inspection the service had installed sound boards on the high living room ceiling to improve acoustics.

Areas for improvement

The service should continue to maintain the environment at this very high standard.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service strengths

The strengths recorded under Quality Theme 1.1 are also relevant strengths in this area. In addition, the service issued invitations to parents and carers to take part in interviews of prospective new staff.

Areas for improvement

See Quality Theme 1.1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 3

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

Service strengths

The service met all aspects of this statement and achieved a very good performance with major strengths, including:

- staff were on the appropriate part of the register maintained by the Scottish Social Services Council (SSSC). This is a legal requirement and obliges them to comply with codes of conduct and maintain appropriate training and practice experience;
- as part of the induction process new staff shadowed experienced staff and had a mentor to support them through the initial stages;
- there were high expectations of staff conduct and practice and there was an effective system for dealing with any issues;
- 'flash' meetings (regular short discussions) and an internal e-mail system promoted effective communication. The manager made use of the latter to

draw staff's attention to new polices and procedures and relevant reading material;

- the training programme was comprehensive and relevant to the work staff did. Examples of training since the last inspection included Makaton, autism and epilepsy. One staff member was training as a Makaton trainer. The staff group was in the middle of particularly interesting programme of training specially designed for them by CELCIS;
- staff had regular supervision, the agenda for which covered staff welfare and maintaining a healthy work-life balance. The service made use of the Continuous Learning Framework developed by SSSC and the Institute for Research and Innovation in Social Services. The manager promoted reflective practice. Staff felt supported and that their views were valued;
- there were regular opportunities for the staff team to get together to discuss their work and ensure a consistent approach to care and support;
- The service was aiming for a bronze Healthy Working Lives award. As part of this process, staff had been offered healthier choices at recent training days and relaxation sessions. A mindfulness session was planned soon. The working group included staff members;
- Staff had started to make use of the recently purchased tablet computer for learning and development purposes. For example they had recorded a young people's meeting and a session using Talking Mats with the purpose of reflecting on performance and making improvements.

Areas for improvement

Staff sickness had placed additional demands on the staff team, though the service had adhered to the staffing schedule specifying minimum numbers on duty at all times.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service strengths

The strengths recorded under Quality Theme 1.1 are also relevant strengths in this area. In addition, parents and carers had been involved in reviewing policies and procedures.

Areas for improvement

See Quality Theme 1.1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 4

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

Service strengths

The service met all aspects of this statement and achieved a very good performance with aspects of excellence. We found a strong emphasis on continuous improvement and very effective use of a wide range of quality assurance methods. There is every reason for the service to reach an excellent performance if they can demonstrate similar success, particularly in Quality Theme 1.3.

We identified these strengths (in addition to those detailed in Quality Theme 1.1):

- the manager maintained a quality assurance calendar. She used this to very good effect to keep on track with a comprehensive range of activities spread throughout the year, organising them for maximum efficiency;
- there was systematic and continuous self-evaluation under the leadership of the manager. This process ('evaluation of Woodlea practices') involved the staff team making very effective use of National guidance, including the

National Care Standards and quality indicators in a cycle, so that all were covered in a three-year period and key areas covered annually;

- examples of the wide range of quality assurance activities included supervision of staff, observations of staff practice, child protection audits, policy reviews, incident analysis and medication audits. Incident records for example were collated and discussed at team meetings to allow staff to make adjustments to the support of individual children. The manager also maintained oversight of all incidents in the home;
- Woodlea Cottage formed part of the wider children's service's section of Perth and Kinross Council and was therefore included in the business development plan containing higher level improvement priorities. In addition, the manager collated the various quality assurance strands and brought them together in the form of a focussed Woodlea improvement plan, containing SMART targets, planned action and periodic updates on progress. This demonstrated that the service continued to implement various improvements and bring about positive outcomes for children using Woodlea;
- the team leader and senior practitioner met regularly to discuss performance and discuss key events and staffing issues;
- the service had made presentations at various conferences and events, ensuring that other services could benefit from their success. The manager had also developed informal links with other residential services in the Tayside area to discuss and share best practice;
- external management of the service was effective and contributed to safeguarding of children's welfare. It consisted of regular visits to Woodlea, some of which were unannounced supervision of and meetings with the manager and contact with staff and children. The external manager also received monthly reports from the manager containing key service information, allowing her to monitor the service's performance;
- the service notified the Care Inspectorate of significant events, information which we use as part of our ongoing scrutiny of services' performance. They also completed a self-assessment, which we used as the basis of our inspection;
- the manager had consulted the staff group about proposals for the new rota for the home;
- the staff group had continued to evaluate aspects of service provision, for example the summer activity programme, with a view to making improvements to next year's;
- the manager had asked the local autism network to give feedback on their observations of staff practice. This element of independence is a useful way of increasing the validity of self-evaluation;
- the service was working towards achieving a bronze Healthy Working Lives award. This is a National NHS programme for supporting employers and employees to develop health promotion and safety themes in the workplace. As part of this team effort they met regularly to monitor progress and had drawn up an action plan.

Areas for improvement

The manager was in the process of completing the service's annual report.

Analysis of incidents should be dated.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld since the last inspection.

Enforcements

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

Additional Information

Not applicable.

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 the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Environment - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Staffing - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Management and Leadership - 5 - Very Good	
Statement 1	5 - Very Good
Statement 4	5 - Very Good

6 Inspection and grading history

Date	Type	Gradings
20 Sep 2013	Unannounced	Care and support 5 - Very Good Environment 5 - Very Good Staffing 5 - Very Good Management and Leadership 5 - Very Good
21 Nov 2012	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 5 - Very Good Management and Leadership 5 - Very Good
14 Mar 2012	Unannounced	Care and support 5 - Very Good Environment Not Assessed Staffing 5 - Very Good Management and Leadership Not Assessed

Inspection report continued

3 Feb 2012	Unannounced	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Care and support</td> <td style="width: 30%;">5 - Very Good</td> </tr> <tr> <td>Environment</td> <td>Not Assessed</td> </tr> <tr> <td>Staffing</td> <td>5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td>Not Assessed</td> </tr> </table>	Care and support	5 - Very Good	Environment	Not Assessed	Staffing	5 - Very Good	Management and Leadership	Not Assessed
Care and support	5 - Very Good									
Environment	Not Assessed									
Staffing	5 - Very Good									
Management and Leadership	Not Assessed									
11 Nov 2010	Announced	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Care and support</td> <td style="width: 30%;">5 - Very Good</td> </tr> <tr> <td>Environment</td> <td>5 - Very Good</td> </tr> <tr> <td>Staffing</td> <td>5 - Very Good</td> </tr> <tr> <td>Management and Leadership</td> <td>5 - Very Good</td> </tr> </table>	Care and support	5 - Very Good	Environment	5 - Very Good	Staffing	5 - Very Good	Management and Leadership	5 - Very Good
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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ہے بایتسردی م وونابز رگی د روا وولکش رگی د رپ شرازگ تعاشا ہی

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