

## PERTH AND KINROSS COUNCIL

## Executive Sub-Committee of Lifelong Learning Committee

27 April 2016

## Inspections of services for Children and Young People by the Care Inspectorate

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

**PURPOSE OF REPORT**

This report sets out the key findings following an unannounced inspection of The Cottages in September 2015 and an unannounced inspection of Woodlea Cottage in January 2016, both carried out by the Care Inspectorate.

**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 The Cottages in September 2015 and Woodlea Cottage in January 2016 by the Care Inspectorate. A progress update is provided on planned actions resulting from the recommendation highlighted in The Cottages inspection report. No requirements or recommendations were highlighted within the inspection report for Woodlea Cottage.

### **2.2 The Cottages**

2.2.1 The Care Inspectorate carried out an inspection of the The Cottages in September 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 The Cottages is a care home service provided by Perth and Kinross Council. The service aims to offer planned care by way of a structured support to children and young people and the vision is that children can enjoy childhood and succeed in adult life.

2.2.3 The Care Inspectorate identified the following important key strengths:

- The Cottages provides a safe, comfortable and homely environment in which children and young people are well supported by a skilled and experienced staff team.
- Through careful care planning, the service provides children and young people with care which is responsive to their individual needs.
- Staff work effectively with young people, families and carers and other agencies to promote their health and wellbeing and to support their relationships with family members.
- Staff are provided with very good training opportunities to enhance the work that they do with children and families.

2.2.4 The inspection found Quality of Care and Support, the Quality of Staffing and the Quality of Management and Leadership to be **very good**. The inspection found that the Quality of Environment is **good**.

2.2.5 The inspection report does not set out any requirements. It sets out one recommendation which relates to further enhancing the quality of performance and practice within the service. A summary of progress against the recommendation is provided in Table 1 below.

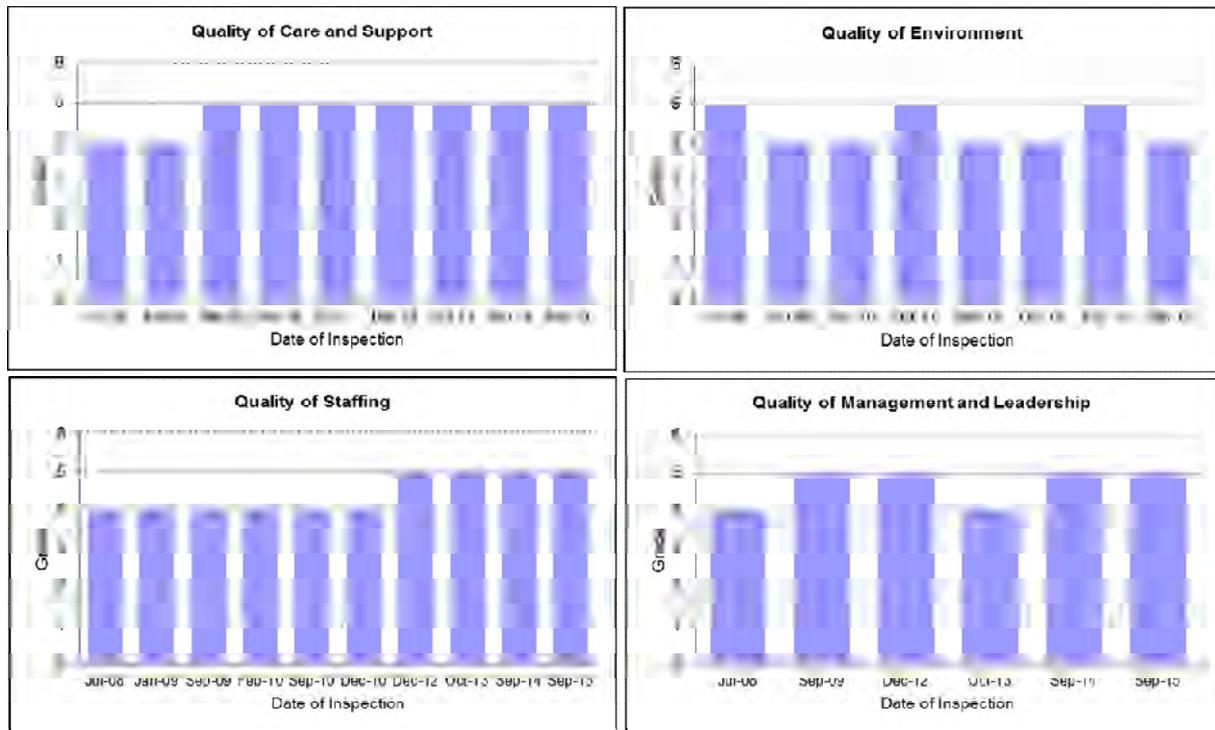
**Table 1: Summary of Progress against Recommendations for Improvement**

Areas for Improvement	Progress/Proposed Actions
<b>Quality of Environment</b>	
<b>Recommendation:</b> The Service should continue to update and improve the environment, including the garden, taking into account the views of young people.	<b>Comment:</b> A working group has been set up to look at how the environment can be updated and improved, including developing the garden.

2.2.6 A copy of the inspection report is provided in Appendix 1.

2.2.7 The last inspection of The Cottages was completed in September 2014 and reported to the Executive Sub-Committee of Lifelong Learning Committee on 4 February 2015 (Report No. [15/63](#) refers). The Cottages was first inspected in July 2008 and Figure 1 below shows the inspection and grading history since then.

**Figure 1: Grading History, The Cottages**



### 2.3 Woodlea Cottage

2.3.1 The Care Inspectorate carried out an inspection of Woodlea Cottage in January 2016. 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.

2.3.2 Woodlea Cottage is a care home service providing respite and short breaks for up to five 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 and their plans reviewed independently as children receiving respite care through the Looked After Children’s Review process. Staff also provide an outreach service to children and their families, though this is not part of the registered care service.

2.3.3 The Care Inspectorate identified the following key strengths:

- the service had a team of well-trained, skilled and motivated staff who were valued by the provider and managers for the valuable work they did. There was also a strong culture of learning;
- the management and leadership of the home was very effective and guided by a clear vision and values;

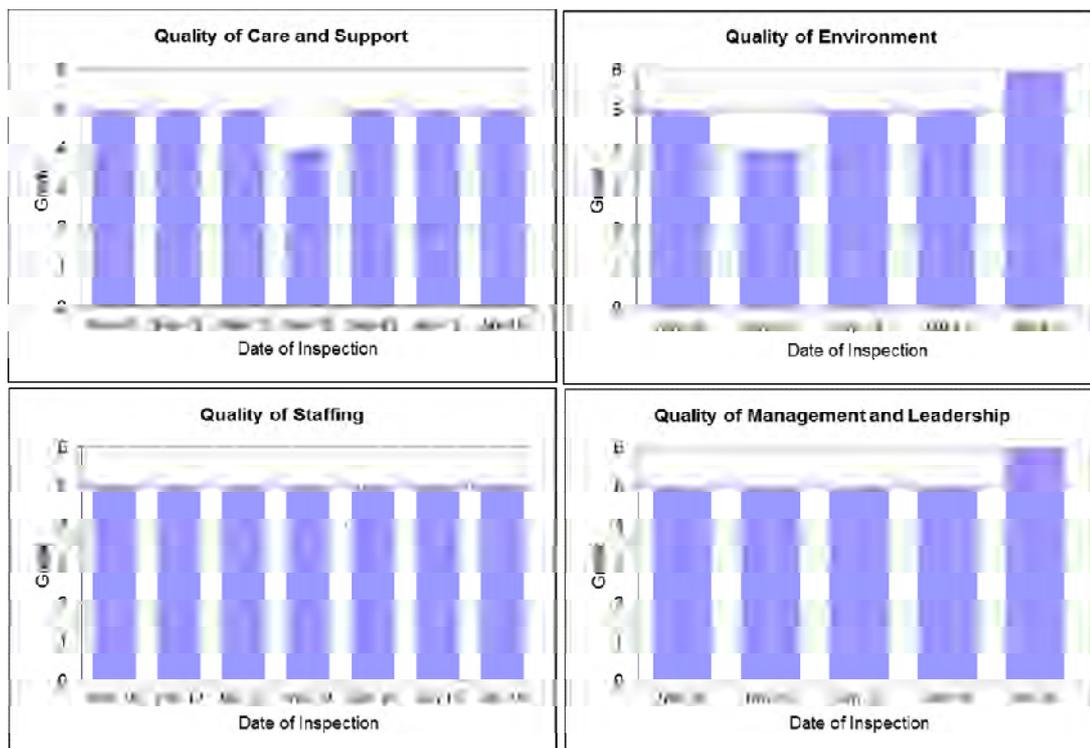
- the home was safe, maintained and equipped to a very high standard and provided a welcoming and pleasant environment;
- the service had comprehensive and effective quality assurance systems, made very good use of best practice and saw things through to completion;
- children and young people received very high standards of care and support to reach their potential and have positive experiences.

2.3.4 The inspection found Quality of Environment and Quality of Management and Leadership to be **excellent** and Quality of Care and Support and Quality of Staffing and to be **very good**.

2.3.5 The inspection report does not set out any requirements or recommendations. A copy of the full inspection report is provided in Appendix 2.

2.3.6 The last inspection of Woodlea Cottage was completed in January 2015 and reported to the Executive Sub-Committee of Lifelong Learning Committee on 4 May 2015 (Report No. [15/170](#) refers). Woodlea Cottage was first inspected in November 2010 and Figure 1 below shows the inspection and grading history since then.

**Figure 2: 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 considers and comments as appropriate on the contents of the report.

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#### Approved

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Sheena Devlin	Director (Education and Children's Services)	17 March 2016

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 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](#)

## **3. APPENDICES**

Appendix 1: The Cottages  
Care Service Inspection Report

Appendix 2: Woodlea Cottage  
Care Service Inspection Report





# Care service inspection report

Full inspection

## The Cottages Care Home Service

Almondbank House  
Lewis Place  
Perth



Service provided by: Perth & Kinross Council

Service provider number: SP2003003370

Care service number: CS2003015658

Inspection Visit Type: Unannounced

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

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

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## Summary

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

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

### We gave the service these grades

Quality of care and support	5	Very Good
Quality of environment	4	Good
Quality of staffing	5	Very Good
Quality of management and leadership	5	Very Good

### What the service does well

The Cottages provides a safe, comfortable and homely environment in which children and young people are well supported by a skilled and experienced staff team.

Through careful care planning, the service provides children and young people with care which is responsive to their individual needs.

Staff work effectively with young people, families and carers and other agencies to promote their health and wellbeing and to support their relationships with family members.

Staff are provided with very good training opportunities to enhance the work that they do with children and families.

### What the service could do better

The service could further improve the quality of the environment, taking into account the views of young people.

The service should also consider whether it would be useful to review the statement of functions and objectives so that it accurately reflects the priorities of the organisation.

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

The service has continued to improve its medication systems.

It has continued to develop its approach to involving young people and families in assessing and improving the quality of the service.

### **Conclusion**

The Cottages provides children and young people with a very good level of care and support in a warm, nurturing environment.

The management team and staff are skilled and experienced and demonstrated a high level of commitment to the provision of a very good quality care service.

The service should continue to evaluate and improve the service, taking into account areas identified for improvement in this report.

# 1 About the service we inspected

The Cottages is a care home service provided by Perth and Kinross Council. The service operates from accommodation near to Almondbank House, known as The Cottages.

The service is registered:

- To provide care to one child or young person, or two siblings considered suitable to share a room at Skye Cottage, Lewis Place, Perth, PH1 3BD. Such placements will be on an emergency, short-term, respite service.
- To provide a care service to a maximum of three non-related children or young people, or two non-related children and young people and two siblings considered suitable to share a room at Iona Cottage, Lewis Place, Perth, PH1 3BD. These placements will be on a respite, assessment or short-stay basis.

At the time of the inspection three young people were accommodated at The Cottages.

The service aims "to offer planned care by way of a structured support to children and young people." While the vision is that "children can enjoy childhood and succeed in adult life."

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

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com).

## Recommendations

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

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

### Requirements

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

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

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

**Quality of care and support - Grade 5 - Very Good**

**Quality of environment - Grade 4 - 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](http://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 of the service which took place over two days, 27 and 28 August 2015. We met with the manager to share our findings on 28 August 2015. However, the manager submitted further written information on 11 September 2015 which we took into account when evaluating the service, so we have noted that as the end date of the inspection.

Before the inspection, the service submitted a self assessment document as requested by the Care Inspectorate.

During the inspection, we gathered information from a range of sources, including:

Discussions with:

- two of the three young people who were currently staying at The Cottages
- the manager and members of the staff team.

We also looked at a range of relevant documents, including:

- a sample of care plans
- accident and incident records
- risk assessments and records of health and safety checks
- a sample of team meeting minutes
- a sample of staff supervision and appraisal records
- staff training records
- records of feedback from young people, parents and other stakeholders.

We also:

- observed interaction between staff and young people
- inspected the premises.

### **Grading the service against quality themes and statements**

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

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

### **Inspection Focus Areas (IFAs)**

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

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firescotland.gov.uk](http://www.firescotland.gov.uk)

## The annual return

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

**Annual Return Received:** Yes - Electronic

## Comments on Self Assessment

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

The self assessment form was completed to a good standard prior to the inspection. It gave relevant information in relation to each Quality Statement; a realistic approach to evaluating the service performance in respect of each Quality Statement; and showed a reflective approach to areas for further improvement.

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

We spoke to two of the young people who were currently living at The Cottages. They expressed different views about the service.

One young person was clearly unhappy to be staying at The Cottages and made it clear that she would much rather be at home. From this perspective, she could see no good points about The Cottages and made it clear that she had nothing positive to say. The negative comments she made were shared with the manager of the service, who was also aware of her feelings. She made some constructive suggestions, particularly about how the environment might be improved, which we have taken into account when evaluating the quality of the service.

The other young person we spoke to was very much more positive about The Cottages and told us that he liked staying there. He got on well with staff and appreciated the support he had been given to go to school and to join local

scouts and Taekwondo clubs. He told us that he had raised some issues about the food and that the senior practitioner had worked with him to draw up some new menus which he would enjoy more. Overall, he said that he felt safe and was quite happy at The Cottages.

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

We did not have the opportunity to talk to parents or carers during this inspection.

### 3 The inspection

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

#### Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 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 decided to look at this Quality Statement as it is important to know that the service is working in partnership with young people and their families and that it takes their views into account when planning and developing the service.

From our discussions with young people and staff and from looking at a sample of care plans and other relevant documents, we found that the service was very good at involving young people and their families in assessing and improving the quality of the service. We noted the following strengths:

- Young people were closely involved in care planning. Staff took time and care to make sure that young people understood what was being planned and why. There was good evidence of young people signing their agreement to care plans and some evidence that they participated in writing up their daily contact sheets.
- There was very good evidence to show that young people were meaningfully involved in planning the details of their day-to-day care. For example, one of the young people helped to draw up a plan for safely playing in the local park, while another had negotiated a plan for keeping in touch with staff when she

was out on leave from The Cottages. Both of these examples demonstrated a commitment to including young people in decision-making, respect for their views and helped to promote their individual safety and a sense of responsibility. We also found that the manager and staff had a very good understanding of young people's views and feelings and took these into account when developing care plans.

- Young people's likes and preferences were taken into account on a day-to-day basis. A good example of this was in relation to food, when young people's favourites were taken into account when planning menus. One young person told us that the lead practitioner had listened to his views about the food and had worked with him to plan new menus which took these into account. When we spoke to him, he was quite enthusiastic about the process and was looking forward to the new menu plan starting. He obviously felt that he had been listened to about this and was pleased that his ideas had been taken on board.

- We also saw that staff worked effectively with young people to reach a compromise when young people had different views and preferences. For example, one young person liked to have the hall light on at night and the other didn't. Staff had listened to both viewpoints and had reached a compromise involving night lights.

- Staff worked constructively with families to involve them in their child's care, for example by arranging visits and supporting family contact.

- The service made very good use of structured questionnaires and post placement interviews to seek feedback from young people and families who had used the service. The post-placement interviews asked young people about their experiences in relation to selected National Care Standards (NCS). The records of the interviews were detailed and reflected a genuine commitment on the part of the service to really listen to young people's views. The manager and staff team discussed the feedback at team meetings and used it as a basis for developing the service.

- The service was continuing to look at ways of improving the way that they gather post-placement feedback and developing a more structured approach to incorporating feedback into planning for the service.

In summary, we found that there were plenty of opportunities for young people to be involved in improving the service they receive, from involvement in their own care plans to helping to contribute to wider service developments. By having a range of formal and informal methods of involving people, the service has created an atmosphere in which children feel that their views about any aspect of their care is welcomed and valued.

### Areas for improvement

The service should continue to develop the system for gathering and evaluating post-placement feedback as planned and should use this to help to evaluate the quality of the service.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 2

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

### Service strengths

We decided to look at this Quality Statement so that we could assess how well the service supported young people and their families to exercise choice and to achieve their potential.

From our discussions with young people and staff and from looking at a sample of care plans, we found that the service had reached a very high standard of practice in relation to this Quality Statement. We noted the following strengths:

- The service developed detailed, individualised care plans in conjunction with social workers and other partner agencies, based on a detailed shared assessment of the young person's and their family's needs. They used a

structure I Am, I Can, I Have to engage in this process, helping them to gain a visual view of their strengths and their support needs. Care plans were written in the first person which focussed attention on meeting individual needs and also helped to make them accessible and meaningful for children and young people. Weekly placement plans were in place for each child; these helped both staff and young people to be clear about what was happening and what was expected of them.

- Really well structured care routines, including regular mealtimes and bath and bedtime routines, helped young people to feel secure and settled within the service. This contributed to improved sleeping patterns, which in turn helped young people to be alert and ready for school.

- There was very good support provided for young people to attend school regularly, on time and to achieve their educational potential. Very good partnership working with education providers had helped one young person to make a successful transition to secondary school, which had encouraged his independence and helped to generate a sense of achievement. For another young person, the maintenance of a positive school placement had been an essential component of providing security and certainty and had helped to promote resilience. Young people were well supported to take part in extracurricular activities and events, including a skiing trip, which had been very successful.

- We also found that there was a very good level of support for young people to engage in a range of activities and experiences. Staff within the service made very good use of community-based activities to provide children with opportunities to be included in mainstream activities, to develop positive social contacts and role models and to be physically active and have fun. Young people who used the service regularly attended scouts, Taekwondo, dancing, and swimming activities. In addition, the summer holiday period had seen young people having a range of outings which also provided them with physical activities, including horse riding, go-karting, cycling, and walking.

- In an example of very good practice, staff had training to help them to support young people to achieve Dynamic Youth Awards to help them to gain formal recognition for their achievements in areas of interest to them.

- Staff worked with young people to help them to keep safe and healthy. They helped them to develop strategies for managing their feelings and their behaviour. This had led to one young person becoming more responsible and safer and for another this had led to a significant reduction in the frequency of safe holds.

Overall, we found that the service provided young people with very good, well planned individualised care which took into account their choices and preferences and supported them to build on existing strengths and to achieve their potential. On this basis we have given a grade of 5 - Very Good for this Quality Statement.

### Areas for improvement

The service should continue to evaluate the quality of the service, including by assessing its impact on the outcomes for young people and their families. The service should include an assessment of its impact on those children and families who use the respite service.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 4 - Good

### Statement 2

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

#### Service strengths

We decided to look at this Quality Statement as it allows us to evaluate how well the service promotes the safety and security of young people who use the service.

From our inspection of the premises and from looking at documents, including risk assessments and records of health and safety checks, we concluded that the service was operating at a very good standard in relation to this Quality Statement. We noted the following strengths:

- The premises were clean, smoke-free and in a good state of decoration and repair. Minor repairs were carried out promptly and staff ensured that high standards of hygiene were maintained. A comprehensive risk assessment of the premises had been carried out and recorded.
- Visitors to the service were closely monitored by staff so that only people who were authorised could enter the building. The main door was alarmed, which would alert staff if young people tried to leave the building at night.
- Both staff and young people were taken through fire drills and emergency evacuation procedures to make sure that they knew how to respond in the case of an emergency. (Although one of the young people complained that the alarm was too loud.)
- Young people had access to the internet which is appropriately controlled with blocks and close supervision. Sensible policies and procedures, in line with Child

Exploitation Online Protection (CEOP) guidance, helped to promote the safety of young people whilst online.

- Staff were regularly trained and reaccredited in the use of Crisis, Aggression, Limitation and Management (CALM). Regular practice sessions meant that staff were competent and confident in safe hold practices. However, they were also skilled at de-escalating challenging situations and only used physical intervention as a last resort.
- Minutes of team meetings and care plans showed that staff paid close attention to helping young people to develop strategies to help them to manage the challenges they faced.
- Incidents of restraint were clearly and appropriately recorded and provided the basis for discussion and review of incidents by the staff team, manager and young person.
- Young people's care plans included individual assessments of risk and detailed plans were in place to help them to manage risks without unduly restricting them. The staff had worked in partnership with young people to help them to take responsibility for their own safety, with positive results.

### Areas for improvement

We thought that the quality of post-incident recording could be further developed. As the service had identified this as an area for improvement in the self assessment document and had begun to review this issue, we have not made a formal recommendation about this but we would encourage the service to take this matter forward.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 3

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

### Service strengths

We decided to look at this Quality Statement as we haven't looked at it for some time.

From our inspection of the premises, our discussions with young people who used the service and from our observations during the inspection, we concluded that The Cottages provided a good standard of accommodation. We noted the following strengths:

- The Cottages provides a warm, comfortable and homely environment for young people. There are two distinct units, Iona Cottage which offers medium/ longer term placements and Skye Cottage which offers respite/emergency placements.
- The accommodation is all on one level with three bedrooms for young people, staff sleep-in room, bath/shower room, living room, and kitchen in Iona Cottage; and two bedrooms (one of which is for staff), bathroom, kitchen, and living room in Skye Cottage. The staff office is in the middle of the building and separates the two cottages. This means that the service can offer both respite and longer-term residential placements at the same time without either side disrupting the other.
- Young people have their own bedrooms which are comfortably furnished and personalised with their choice of soft furnishings. Young people were encouraged to bring their own things to help make them feel at home.
- There was a good range of toys, books and equipment which could be used by young people. A recent application to Perth and Kinross Council's Angel's Share fund had enabled the service to purchase new computer equipment for use by young people, which was appreciated by them.
- The staff supported young people to make very good use of community resources, including parks and recreational facilities and local clubs and activity

groups, to enhance their experience of living at The Cottages and within the local community.

### Areas for improvement

Although we found that the accommodation was warm and comfortable, we thought that it could be further improved. In particular, the décor and furnishings in the living room were in need of some updating and the garden area did not provide a usable or attractive space for outdoor play. The young people in the service hadn't had many opportunities to contribute to the development of their living environment **(see Recommendation 1)**.

### Grade

4 - Good

**Number of requirements - 0**

### Recommendations

**Number of recommendations - 1**

1. The service should continue to update and improve the environment, including the garden, taking into account the views of young people.

**National Care Standards, Care Homes for Children and Young People - Standard 5: Your Environment.**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

### Statement 2

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

#### Service strengths

We decided to report on this Quality Statement because we haven't reviewed it for some time. It is important to check that services are adhering to safe recruitment procedures as this is an important safeguard for people who use the service.

From our discussions with the manager and staff and from looking at relevant documentation, we found that the service had very good arrangements in place for safely recruiting staff into the service. We noted the following strengths:

- Staff were recruited safely in line with Perth and Kinross Council's recruitment policy and procedures. This included ensuring that a formal application was submitted, qualifications were checked, a Protection of Vulnerable Groups (PVG) Scheme check was done, two references were taken up (unless the candidate was already an employee of Perth and Kinross Council), and the Scottish Social Services Council (SSSC) register was checked before the candidate was deemed suitable for appointment.
- A structured HR support system helped the organisation to track and check that all necessary checks had been carried out prior to an appointment being made. This helped to make sure that only candidates who had been properly checked were recruited to the service.
- New staff were provided with a structured induction to the service. Perth and Kinross Council had a corporate induction system which oriented new staff to

key policies and procedures. Within the service, staff were encouraged to take time to get to know young people and to become familiar with their care plans. They were encouraged to discuss their new learning and to analyse and question their observations. This helped to build a positive, reflective approach to practice which was prominent in this team.

- Although there has been very little staff turnover and we did not have the opportunity to speak to any recently-recruited staff, those we spoke to were positive about the quality of the induction process they had received.

### Areas for improvement

The service should continue to explore how it might involve young people more meaningfully in the recruitment and induction process.

### Grade

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

We decided to report on this Quality Statement as it allows us to consider the quality of staff which is of central importance to the overall quality of the service.

From our discussions with young people and staff, from looking at relevant records and from our observations during the inspection, we found that this was a professional, well trained and motivated staff team which operated in line with the NCS, legislation and current good practice guidance. We noted the following strengths:

- All staff were suitably qualified and were registered with the SSSC. They were encouraged to seek ongoing professional development in line with areas identified through supervision or to develop knowledge and skills which would enhance their work with young people. This was a stable, very experienced staff team which provided continuity of care and support to young people and their families.

- Staff were well supported by the senior practitioner and the manager of the service. They had regular one-to-one supervision. We looked at a sample of records and found that one-to-one meetings were used to explore practice and development issues. They also had an annual performance review (employee development review (EDR)) through which training needs were identified. We found good evidence to show that training needs identified in this way were followed through by the organisation. We were impressed with the quality of staff continuing professional development (CPD) folders, which evidenced extensive training and reflective practice.

- Staff had access to a wide and varied range of training which supported their work with young people. Recent training had included the Scottish Vocational Qualification (SVQ) medication module; dealing with hostile and non-hostile families; Child Protection; outdoor emergency first aid; and enhancing interpersonal skills using neuro-linguistic programming (NLP). There were many more. What was very good about this service was that the value of a diversity of training was recognised and, through this, staff were enabled to contribute a rich and varied range of skills to the team.

- Staff worked well together as a team. Team meetings were held regularly and were well attended. Minutes of meetings showed that staff used these opportunities to develop consistent strategies to help them to support young people. Staff meetings were also used by staff to share training with colleagues.

- The staff were also involved in the evaluation and development of the service through participation in regular team development days and in drawing up the team development plan.

- Throughout the inspection, we noted warm, constructive interaction between staff and young people. Staff know and understand the young people well and demonstrated a genuine interest and concern for their wellbeing.

### Areas for improvement

From discussion with staff during the inspection about fridge temperatures, it would be beneficial to update staff knowledge and skills in relation of safe food storage.

### Grade

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 3

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

#### Service strengths

We decided to report on this Quality Statement as we haven't looked at it for some time.

From our discussions with staff during the inspection, we found that the service had a positive approach to promoting leadership values throughout the staff team. The organisation recognised the important part that staff could play in improvement and encouraged staff to contribute to service development in a variety of ways. We noted the following strengths:

- Individual staff were encouraged to take the lead on developing particular areas of skill. Some examples of this were that two staff had undertaken training in bushcraft and outdoor skills to help to develop outdoor activities for young people; another had done cycling training which would support the development of cycling activities with young people; one member of the team was now qualified to train others in mental health first aid and had trained the team and was now disseminating the knowledge and skills in other parts of the service; and the lead practitioner had done additional training about food and nutrition and used the skills gained to improve nutrition within the service generally and to work on specific areas of need with individual young people. In addition to the manager and lead practitioner, two members of the staff team had undertaken leadership training provided by Perth and Kinross Council.
- Key workers have responsibility for developing care plans and have an input at team meetings about the young people and their current care plan. Staff have

received focussed training to support the key working role, including looking at Resilience Framework, SHANNARI (wellbeing indicators of safe, healthy, achieving, nurtured, active, respected, responsible, and included) and My World Triangle. This contributed to the development of clear individualised care plans as described under Quality Theme 1.

- Within the service, staff shared responsibility for completing key tasks, including medication audits, petty cash, and health and safety premises checks. They had worked together to draw up daily and weekly task lists which ensured that key tasks were done and recorded.

- Staff felt valued within the service and were able to contribute ideas for improvement. This created a healthy atmosphere in which innovative practice was encouraged and contributed to improvements in the quality of the service.

### Areas for improvement

The service should continue to provide the well qualified staff team with opportunities to develop and demonstrate leadership and management skills, as the current structure does not provide many natural opportunities for staff to undertake management tasks. In doing so, the organisation should take into account the SSSC's Step into Leadership programme which provides a framework for developing leadership skills and values.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 4

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

## Service strengths

We chose to look at this Quality Statement as the implementation of robust quality assurance systems is essential to the provision of a high quality service.

From our examination of relevant documents and from our observations during the inspection, we noted the following strengths:

- The manager provided strong leadership for the staff team. Together with the senior practitioner, she was directly involved in planning for children and monitoring the care plans, ensuring that progress was made in line with the plans. They monitored the quality of written records and reports to ensure that these were kept to a consistently high standard.
- There were very good structures in place to make sure that key activities were carried out to a high standard. For example daily, weekly and monthly task lists provided clear guidance for staff about how and when key tasks and processes should be carried out.
- There was very good evidence to show that the service was committed to seeking the views of young people, parents and families and partner agencies to help them to evaluate the quality of the service. The use of questionnaires and one-to-one interviews provided a range of opportunities for people to give their views of the service. We looked at a sample of these and found that they reflected a generally very positive view of the service.
- The service took account of the views gathered and used them as a basis of discussion at team meetings. They were then used to inform the Team Plan and Improvement Plan, which also took account of the local authority aims and priorities. Part of the current Improvement Plan was to include young people in the development of the quality of accommodation, in response to the feedback received by young people who were currently living at The Cottages. These plans provided evidence of a structured approach to evaluating and planning for the development of the service. The progress of the Team Plans was monitored by the local authority's improvement officer. This helped to ensure that there was effective external monitoring of the quality of the service. Since the last inspection, the external manager had been more actively involved in the service.

- We found that this staff team was committed to evaluating their practice and developing the quality of the service. The service was very open to feedback from all sources (including recommendations from inspections) and was proactive in seeking out best practice guidance, advice and information from other professionals to help to develop the quality of its provision.

### Areas for improvement

From our discussions and observations during the inspection, we found that there was a need for the service to review and update the statement of functions and objectives in the light of the actual demand for the service over recent years. The service had also already identified the need to do this. A review of functions and objectives would enable the service to plan effectively for the future direction of the service.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

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

### Previous requirements

There are no outstanding requirements.

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

### Previous recommendations

1. The service should provide single use or disposable towels in shared bathrooms.

National Care Standards, Care Homes for Children and Young people - Standard 5: Your Environment.

This recommendation was made on 18 September 2014

The service now provides single use towels in shared bathrooms.

## 6 Complaints

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

## 7 Enforcements

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

## 8 Additional Information

There is no additional information.

## 9 Inspection and grading history

Date	Type	Gradings	
18 Sep 2014	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
1 Oct 2013	Unannounced	Care and support	5 - Very Good
		Environment	4 - Good
		Staffing	5 - Very Good
		Management and Leadership	4 - Good
17 Dec 2012	Unannounced	Care and support	5 - Very Good
		Environment	4 - Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
27 Oct 2011	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	Not Assessed
		Management and Leadership	Not Assessed
13 Dec 2010	Unannounced	Care and support	Not Assessed
		Environment	Not Assessed
		Staffing	4 - Good
		Management and Leadership	Not Assessed
14 Sep 2010	Announced	Care and support	5 - Very Good
		Environment	Not Assessed
		Staffing	4 - Good
		Management and Leadership	Not Assessed
15 Feb 2010	Unannounced	Care and support	Not Assessed
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	Not Assessed

29 Sep 2009	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good 4 - Good 4 - Good 5 - Very Good
9 Jan 2009	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good Not Assessed
18 Jul 2008		Care and support Environment Staffing Management and Leadership	4 - Good 5 - Very Good 4 - Good 4 - Good

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# Care service inspection report

Full inspection

## Woodlea Cottage Care Home Service

Woodlea Cottage  
Muirend Road  
Burghmuir  
Perth



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Inspection report for Woodlea Cottage  
Inspection completed on 12 January 2016

**Service provided by: Perth & Kinross Council**

**Service provider number: SP2003003370**

**Care service number: CS2009236865**

**Inspection Visit Type: Unannounced**

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

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

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## Summary

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

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

### We gave the service these grades

Quality of care and support	5	Very Good
Quality of environment	6	Excellent
Quality of staffing	5	Very Good
Quality of management and leadership	6	Excellent

### What the service does well

We found the following key strengths in the areas inspected:

- the service had a team of well-trained, skilled and motivated staff who were valued by the provider and managers for the valuable work they did. There was also a strong culture of learning;
- the management and leadership of the home was very effective and guided by a clear vision and values;
- the home was safe, maintained and equipped to a very high standard and provided a welcoming and pleasant environment;
- the service had comprehensive and effective quality assurance systems, made very good use of best practice and saw things through to completion;
- children and young people received very high standards of care and support to reach their potential and have positive experiences.

### What the service could do better

The very few areas for development we have identified are about building on existing strengths. They include improving consistency in the review process and the frequency of staff supervision.

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

The service had continued to evaluate 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:

- completed a bespoke training course for staff;
- recruited new staff to fill vacancies;
- produced a new staff handbook.

### Conclusion

This continues to be a very impressive, forward-thinking and well-led service. Children who spend time at Woodlea receive very high standards of care. With the support of the committed and skilled staff team, they make progress, achieve and, very importantly, have fun and lots of enjoyable experiences. They do so in a high-quality, safe and well-equipped environment. In a number of areas Woodlea demonstrates excellence and a clear commitment to continuous improvement.

# 1 About the service we inspected

Woodlea Cottage is a care home service providing respite and short breaks for up to five 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.

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com).

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

### Recommendations

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

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

### Requirements

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

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

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

**Quality of care and support - Grade 5 - Very Good**

**Quality of environment - Grade 6 - Excellent**

**Quality of staffing - Grade 5 - Very Good**

**Quality of management and leadership - Grade 6 - Excellent**

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

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website [www.careinspectorate.com](http://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. Visits took place on:

- Thursday 7 January 2016 between 11.30am and 6.25pm;
- Friday 8 January 2016 between 12.35pm and 5pm;
- Monday 11 January 2016 between 9.35am and 12.15pm;
- Tuesday 12 January 2016 between 2.20pm and 5.30pm.

We gave feedback to the team leader (manager), senior practitioner and two external managers on Tuesday 12 January 2016.

We sent 12 care standards questionnaires (CSQs) to the manager to give to either young people or their parents and carers and received four completed forms. We received six of the eight questionnaires we sent for staff to complete. We also received feedback from the Perth and Kinross Council Child Health Team.

A total of twenty nine children received respite provision at Woodlea at various times over the year when we did the inspection.

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

We looked at:

- the service's improvement plan;
- the brochure;
- some newsletters;
- staff training records;
- staff meeting records;
- training and development plans;
- some supervision records;
- recruitment and selection evidence;
- new staff induction records;
- the staff handbook;
- the Scottish Social Services Council's register;
- the results of a parental consultation exercise;
- children's records, including risk assessments, personal plans and reviews;
- premises risk assessments;
- health and safety records;
- repairs records;
- parts of the premises inside and out, and some equipment.

We spoke with:

- the manager;
- the senior practitioner;
- the external manager;
- five care staff;
- five 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.firescotland.gov.uk](http://www.firescotland.gov.uk)

## The annual return

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

**Annual Return Received:** Yes - Electronic

## Comments on Self Assessment

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

We received a fully completed self-assessment from the service. This detailed the service's evaluation of its performance under each of the quality statements and some areas where they could improve. The self-assessment was of good quality and largely reflected our findings and evaluations.

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

We shared an evening meal with three young people and spoke to one in more detail. They all appeared relaxed there and to have positive relationships with staff. There was also lots of laughter and good humour. One young person told us she had fun there - this was clearly very important to her. She was also able to meet up with her friends and take part in different activities with them. She could exercise choice in how she spent her time and what she ate. On a different day there were three other children attending. The pace was unhurried and relaxed as they had snacks after school, watched TV and played. They all received very good attention from staff. Another young person came into the room where we were working and told us very briefly that he liked Woodlea but clearly had other priorities during his short stay there! One child did not feel the cooking was bad but said that it didn't compare with 'mum's cooking'!

### Taking carers' views into account

We did not have the opportunity to speak to any parents or carers directly during our visits. However, we received completed questionnaires from two, both of which indicated they thought highly of service quality. For example, one said: 'very happy, caring environment, very safe. Well managed by (the manager) who is very hands-on with any problems.' One parent's main comment was the amount of time (proportionate to the length of stay) taken up by recording of medication and belongings on arrival. We understand that the service had made some efforts to reduce this where possible.

The Child Health Team said that Woodlea is a 'great service and environment for children with a variety of development and complex needs. Well-managed service with open approachable staff who show through their work that they care for and about the children using the service... reliable and flexible.'

### 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 examined this statement in recognition of the link between children and young people participating in their care and support and achieving good outcomes. In 2015-16 all services are being inspected against this statement.

The service met or exceeded all aspects of the statement, achieving an excellent standard. We based our evaluation mainly on how well the service ensured that children and young people were respected, responsible and included. These are three of the Scottish Government's wellbeing (or SHANARRI) outcomes and should be promoted by all agencies in touch with children and young people. We took into account our observations, feedback from young people and other stakeholders, and a review of relevant records.

We identified the following strengths, most of which were present at the previous inspection:

- the service provided 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 could expect of their child's stay, kept them informed of important events and developments such as staff changes and inspection findings, and reminded them about expressing their views and getting involved:

- prior to children beginning to use the service, staff obtained detailed information from parents and carers in order to cater the service to individual needs;
- staff developed very personalised plans with a strong focus on involvement by children and parents and carers. Regular reviews provided opportunities for children and parents to influence planning and service development. Daily records made by staff clearly indicated the child's perspective and views of their stay. It was clear that positive relationships between staff, children and their parents and effective communication clearly provided the foundation for successful participation. Examples of changes in response to requests by parents included a change of key worker and to the management of a child's belongings;
- telephone contact between stays and 'afterstay' reports allowed staff to keep up-to-date with changes in children's circumstances and keep parents and carers informed of progress and significant events. Staff also sent the holiday activity programme and menus in advance;
- periodic house meetings for children were a useful forum for them to say whether they were enjoying themselves, what activities they would like to do and whether they liked the food. It was evident that plans for their stays, whether an evening, full day or weekend, were largely based on what children wanted;
- the service made use of questionnaires to find out parents' views about different aspects of the service. There had been particularly positive feedback to a consultation exercise in May 2015;
- there were opportunities for parents to contribute to reviewing key policies and procedures, a recent example being partnership working;
- the service held open/social events for parents and carers: these were very good, informal opportunities for finding out more about Woodlea and meeting other carers;
- the service promoted involvement in inspections by giving out questionnaires and providing opportunities for the inspector to speak to

children. Information about the published report was also shared with parents in the newsletter;

- the social work team confirmed that they also received reports of any significant incidents both verbally and in writing. These ensured they were better able to evaluate progress and the effectiveness of the service for individual children;
- there was a complaints procedure for use in the event of any dissatisfaction with the service, though there had been no complaints since the previous inspection. However, the service stressed that 'little things mattered' in asking for feedback.

### Areas for improvement

The service approached parents and carers to offer them the opportunity to take part in the last round of staff selection interviews but at that time none came forward. A possible alternative might be to ask for suggestions for questions to ask candidates.

In a questionnaire, one parent said '(I) would love a simple text during a stay of over two days to say "all is okay".'

### Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 2

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

### Service strengths

We chose to look at this statement because it gave us the opportunity to look at how the service supported young people to exercise choice, achieve good outcomes and have positive experiences. For example, the Scottish Government

expects all agencies in touch with children and young people to play their part in making sure that they are safe, healthy, active, nurtured, achieving, respected, responsible and included. These are known as the SHANARRI wellbeing indicators.

We concluded that the service achieved a very good standard with major strengths and aspects of excellence. We came to this conclusion following discussions with staff and young people, feedback from parents and the Child Health Team, observation and a review of records.

Strengths included:

- there was a strongly individualised approach to support planning at the centre of Woodlea's work with children and young people. Whilst there was an acknowledgement that the service was there to care for and keep children safe, and to provide respite for parents, carers and siblings, this was only part of the story. There was in addition, and very importantly, a recognition that children with disabilities had potential to learn, grow and achieve and should be supported to do so. This was done proportionately and in the context of short stays;
- with this in mind, the service obtained comprehensive information about children's needs, preferences and personalities and planned accordingly. Their approach was often influenced by specialist guidance and protocols from other professionals, demonstrating their willingness to work in partnership for children's benefit. Whilst there needed to be more consistency in this area, we saw a number of very good examples of evaluations of progress at reviews. We identified the following examples of positive outcomes:
  - staff improved safety by role-modelling, for example when using roads or going for outings. They supporting children to use their 'safe space' if they felt angry or frustrated or were over-stimulated. Staff regularly practised use of restraint techniques for use in the event of challenging behaviour, though this was used

- infrequently and the focus was placed on de-escalation and intervention to promote change. There were sufficient staff to ensure appropriate levels of supervision. Child protection arrangements also safeguarded children's welfare;
- management of medication was effective and contributed to children being healthy. Any errors were analysed and used for learning. The benefits of sufficient sleep for physical and emotional wellbeing were recognised. With this in mind a number of staff were Sleep Scotland counsellors and had advised families in this area;
  - children had lots of opportunities to get fresh air and be active either indoors or out. For example they danced and used an indoor trampoline and went for walks. There were opportunities for those with physical conditions that had limited mobility to have appropriate exercise;
  - there was a strong emphasis on having fun and supporting children to form positive and meaningful relationships with their peers and adults. Routines such as mealtimes and bedtimes provided predictability and nurturing but there was also room for flexibility and choice. The use of the sensory room and equipment aided relaxation. There was a particularly good example of staff supporting a young adult to move to another service by doing shifts at his new home over the transitional period. Staff also visited children in school to learn as much as they could about how to care for them effectively;
  - the service had high expectations of children achieving. Their plans were working documents and contained clear targets in key areas, particularly in social and independence skills. Sometimes these reflected goals and targets being worked on at school to ensure greater continuity and consistency. From discussions with staff, we could tell they were well-informed about the priority areas for each child and planned their approach in preparation for their visits. This meant they were able to focus activities and care on achieving agreed goals whilst ensuring flexibility. There were numerous examples of children making progress over time, from personal care, sitting at the meal table and eating more independently, to shopping and learning about money;

- children and young people learned how to mix with others and regulate their behaviour, for example using good manners and listening;
- children attending Woodlea were able to exercise choice in various areas, depending on age and development. Staff communicated effectively, using a range of methods to enable them to find out what children's preferences were and gauge their responses to experiences and activities. Examples of choice included food and drink, dress, activities, and important routines such as bathing.

### Areas for improvement

There was room for improving arrangements for reviews of children's plans. For example we found some inconsistencies in the use of documents and the quality of the review record. This might partly be explained by the number of new staff, though these changes had been managed well overall and had had no discernible impact on the quality of care. Before the inspection was finished, the manager was considering how to improve this, perhaps by developing a flowchart to ensure staff followed the process systematically.

Similarly we felt there was a need to improve records of child protection concerns, though again there was no evidence of any negative impact. The service should ensure that there is a clearer record of the timeline and assessment and decision-making process to ensure all stages are fully documented and can be audited.

We gave some advice about file management of paper and electronic records which the manager took on board.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

### Statement 2

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

#### Service strengths

The service met or exceeded all aspects of this statement and achieved an excellent standard. We took into account evidence from sources including observation and relevant records.

Strengths included:

- the service's risk assessment and management approach meant that staff were well-positioned to respond to changing levels of need;
- staff checked visitors' identification to ensure only those who were authorised could gain access;
- there was safe and effective storage for foodstuffs, confidential records and medicines;
- the provider had fitted a suitable alarm system;
- the home was warm and clean and emergency exits were not obstructed;
- Woodlea had appropriate access and facilities for children with disabilities and facilities were on one level;
- health and safety was a standing item on the agenda for staff and managers' meetings;
- staff had pagers and personal alarms to promote safety and wellbeing;
- all children had an individual plan for emergency evacuation. These were discussed at their house meetings and practised;
- the provider had contracts for regular maintenance of equipment;
- the system for repairs was effective;

- the provider ensured that staff had valid licences if they were driving children at work;
- the home had suitable facilities for infection control, including hand washing.

### Areas for improvement

The service should continue to maintain these very high standards.

### Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 3

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

### Service strengths

We chose to review this statement as we have not looked at it for some time.

The service reached an excellent standard in this area. The very pleasant and well-equipped environment made an important contribution to children's experience of Woodlea. Strengths included:

- there was plenty of room for young people to play and have time alone and private space for meetings and visitors. Corridors, bathrooms and bedrooms were large enough to accommodate children who had specialist equipment;
- the environment was airy, uncluttered and had lots of natural light;
- all areas were well-decorated and had good-quality, comfortable furnishings. Children could bring some of their own possessions to personalise their rooms and had their names on bedroom doors each time they stayed;

- sound boards in the high ceiling improved acoustics;
- there was a spacious, fenced garden with some mature trees and suitable play equipment. There were plans to develop this further with help from a community group;
- the staff in the Child Health team (who had recently moved to the same building) had their own entrance and arrangements for ensuring this change in use of the building did not compromise children's experience of the home worked well and continued to be monitored.

### Areas for improvement

We look forward to seeing the garden improvements.

### Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

### Statement 3

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

### Service strengths

The service achieved a very good standard with major strengths, with aspects of excellence. In reaching this conclusion we took into account evidence from discussions with staff and managers, observation of staff practice and a review of relevant records and policies, including training, supervision and staff meetings.

We identified the following key strengths:

- 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;
- the provider used best practice guidance to inform the recruitment and selection of new staff as part of a raft of measure for safeguarding children;
- as part of the induction process new staff shadowed experienced staff and had a mentor to support them through the initial stages of employment;
- we found staff to be highly motivated and skilled. Staff developed good relationships with families and planned interventions had allowed children to achieve and develop skills. Children attending the service clearly enjoyed their time there. There were also high expectations of

- staff conduct and practice, a culture of learning and an effective system for dealing with any issues;
- the training programme was comprehensive and relevant to the work staff did. The staff group had completed a particularly interesting programme of training specially designed for them by CELCIS;
- at least half of staff had had regular supervision, the agenda for which covered staff welfare and maintaining a healthy work-life balance. All staff had a training and development plan for the year. 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 still aiming for a bronze Healthy Working Lives award. As part of this process, staff continued to have healthier food choices at training days. The working group included staff members;
- keeping staff safe when children displayed challenging behaviour was taken seriously. For example, incidents were analysed to prevent recurrence and the service made suitable personal protective equipment available when necessary.

The Child Health Team told us 'Staff are friendly, access on-going training to develop their skills and communicate very well with the children. Staff engage with all the children receiving a service and provide a warm, caring and fun service.'

### Areas for improvement

Some staff had not had regular, planned supervision in accordance with the corporate policy. Whilst there was no evidence of any negative outcomes, this is a recognised part of an effective staff support and development programme. The manager was aware of this and undertook to ensure that the issue was addressed.

**Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

**Statement 4**

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

**Service strengths**

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

- the service had effective arrangements for storing confidential information in both written and electronic form;
- our observations of staff working with children and young people indicated that they treated them with good humour, courtesy and kindness;
- when young people had their meetings, staff made sure to discuss important aspects of behaviour such as treating others with kindness and consideration and respecting their privacy. They reminded children what they had a right to expect at Woodlea and what they could do if they were unhappy about anything;
- children and young people were able to spend time alone in their rooms during they stay;
- staff discussed the SSSC codes of conduct and abided by the principles of the National Care Standards. They followed relevant policies such as how to provide intimate care for children who needed additional support;
- one example of a young person exercising her rights involved her contacting her parents during her stay and deciding with them that she would return home early. Others were able to choose not to take part in outings or activities.

**Areas for improvement**

There was no need for any significant changes in this area.

**Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

### Statement 3

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

#### Service strengths

We reviewed this statement because we have not done so for some time. The 'Strategy for building leadership capacity in Scotland's social services 2013-2015' (Scottish Social Services Council, 2014) says that the workforce needs 'strong leadership skills at all levels and a supportive working environment. Evidence shows that such a workforce is more productive, motivated and responsive to people's needs.' This includes frontline staff, managers and corporate and strategic leaders.

From our discussions with managers and staff and a review of records, including supervision and staff meetings, we found that the service had a very positive approach to promoting leadership capacity throughout the staff team. The provider fully recognised the important part that these values could play in quality and improvement both at service and corporate level. We concluded that the service achieved an excellent standard and identified the following strengths:

- staff had opportunities to put forward ideas and suggestions for improvement both in relation to individual children and the wider service. They could develop such ideas in more depth and submit proposals for implementation. For example, one staff member was working on a project for improving the outdoor area. The key working

- role also allowed staff to develop relationships with children and their families and support them to reach their goals;
- managers encouraged and supported staff to be reflective in their work, and to make use of research and best practice to improve knowledge and skills;
  - there were opportunities for staff to take on the shift leadership role, ensuring appropriate planning and delegation of tasks. This is a key role in the day-to-day life of the service and can make a significant contribution to children's experience of their stay;
  - staff were also encouraged to keep up-to-date with changes and developments in the sector both nationally and locally and to take part in consultation exercises, an example being the review of the Scottish Social Services Council's codes of practice. In addition, Perth and Kinross Council's 'Transformational Change' strategy recognised the part that all staff could play in making improvements. In advance of a scoping meeting to be held in late January, staff had been given a range of relevant information to look at to enable them to take a meaningful part in moving the initiative forward by contributing ideas;
  - the service had begun the process of clarifying the remits of senior staff so that roles and responsibilities were as clear as possible;
  - five staff had been trained as Sleep Counsellors and had given advice and support to a number of families in this important area. The manager and senior practitioner had also attended a coaching course;
  - senior staff had been introduced to the SSSC's 'Step into Leadership' initiative and asked to work their way through the various modules. They had also attended training in 'aspiring leaders'. There was a plan for these staff to attend training in 'motivational interviewing';
  - the senior practitioner and senior staff supervised students on placement at Woodlea, and were therefore able to influence other's practice. There were also opportunities for mentoring new staff;
  - the manager had a very clear vision for the development of the service and took the lead in a number of initiatives. She had also taken part in presentations at various Council events to share good practice with other services and departments.

### Areas for improvement

The service could look at how they can make use of the SSSC's 'Step into Leadership' programme for the whole staff team.

### Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 4

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

### Service strengths

We chose to review this statement because of the importance of an effective self-evaluation and quality assurance process in the achievement of positive outcomes and experiences for young people. We concluded that the service achieved an excellent standard. They were rigorous in identifying areas for improvement and implementing action plans to address them. They evaluated performance against national indicators and best practice to bring about continuous improvement.

We identified the following strengths, most of which had been maintained since the previous inspection:

- 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, and took account of evidence obtained from parents and carers and children and young people.

It made very effective use of national guidance, including the National Care Standards and quality indicators, so that all were covered in a three-year cycle and key areas covered annually;

- 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. There was clear evidence that Woodlea continued to achieve positive outcomes for children using this systematic approach, many of which we have outlined in Quality Theme 1.2. Whilst there had been no requirements or recommendations in the previous inspection report, the service had developed a plan to address various suggestions for improvement and taken these forward. This reflected the very evident learning culture and an open and receptive response to external regulation;
- examples of the wide range of quality assurance activities included supervision of staff, observations of staff practice, child protection audits, checks of the SSSC register, 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. This remedial planning had been very effective. The manager also maintained oversight of all incidents in the home;
- the team leader and senior practitioner met regularly to discuss performance and discuss key events and staffing issues;
- staff had been consulted on night staffing arrangements and their feedback directly influenced the rota system. An absence management review had also led to improvements in this area;
- the manager had recently obtained feedback on her performance from staff and was in the process of collating this and identifying any areas for improvement;
- the service had made presentations at various conferences and events, ensuring that other services and departments could benefit from their learning and success;

- the staff group had continued to evaluate aspects of service provision, for example the summer activity programme, with a view to making improvements to this year's programme;
- the service continued to work 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;
- 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 reports from the manager containing key service information, allowing her to monitor the service's performance;
- Perth and Kinross Council maintained high level oversight of services' performance at inspections. At part of this process they met with managers to discuss inspection reports and plans for improvement;
- last year the service won the Council's 'Securing the Future' gold award. This was part of recognising and celebrating success and achievement.

### Areas for improvement

There was an isolated instance where the service had not informed us of a child protection concern. We concluded, however, that this was an oversight given their usual practice.

### Grade

6 - Excellent

**Number of requirements - 0**

**Number of recommendations - 0**

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

### Previous requirements

There are no outstanding requirements.

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

### Previous recommendations

There are no outstanding recommendations.

## 6 Complaints

No complaints have been upheld since the last inspection.

## 7 Enforcements

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

## 8 Additional Information

There is no additional information.

## 9 Inspection and grading history

Date	Type	Gradings	
9 Jan 2015	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
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
3 Feb 2012	Unannounced	Care and support	5 - Very Good
		Environment	Not Assessed
		Staffing	5 - Very Good
		Management and Leadership	Not Assessed
11 Nov 2010	Announced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good

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