

DUNDEE CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE 20 APRIL 2016

REPORT ON: EXTERNAL INSPECTION REPORT FOR WHICH ALL GRADES ARE GOOD OR BETTER

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES

REPORT NO: 153-2016

1.0 PURPOSE OF REPORT

To provide a summary of recent external inspection reports which do not require in-depth scrutiny.

2.0 RECOMMENDATIONS

It is recommended that members:

- 2.1 Note the attached summaries of the inspection reports on, The Junction, Forrester and Drummond Houses all of which received grades of good or better in all areas covered by the inspections;
- 2.2 Remit the Executive Director of Children and Families to ensure that the areas for improvement, requirements and recommendations included in the reports are acted upon, both in relation to the particular services inspected and as guidance on good practice for other services.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

- 4.1 The remit of the Scrutiny Committee states that, where the grades awarded in external inspection reports are all good or better, and the reports would not benefit from in-depth scrutiny, summary scores from the inspections will be reported to the Committee, together with examples of best practice and areas for improvement. Summaries of recent inspection reports which fall into this category are attached.
- 4.2 Two summary reports are included from the Children's Residential Service. The areas for improvement listed below will be actioned for all the regulated residential services in Children's Services.
 - This last year has seen the introduction of a new Inspector for the Junction, with the same Inspector as before for Forrester and Drummond.
 - Copies of the inspection reports have been passed to the Administration and Opposition Group Leaders and to the Conservative, Liberal Democrat and Independent members.

5.0 POLICY IMPLICATIONS

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

6.1 The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

- Drummond House (includes Forrester House).
- The Junction.

Michael Wood
Executive Director
Children and Families Service

DATE: 30 March 2016

Inspection of: Drummond and Forrester House				
Inspection by: Care Inspectorate				
Grades: Theme	Latest Grade Awarded	Grading History		
		Nov 2014	Nov 2013	Jan 2013
Quality of care and support	4 Good	4 Good	5 Very Good	4 Good
Quality of environment	5 Very Good	5 Very Good	5 Very Good	5 Very Good
Quality of staffing	5 Very Good	4 Good	4 Good	4 Good
Quality of management and leadership	4 Good	4 Good	5 Very Good	5 Very Good

Summary

Since the last inspection, the service has improved the quality of managing medication through the use of an audit tool. The risk assessments for young people were also noted to have improved along with notifications to the Care Inspectorate of any significant events. Finally, the induction of new staff members was now more effective.

What the Service Does Well

Young people have a range of opportunities to influence the service and make improvements and the staff work hard to develop positive relationships with the young people. The service was also noted to be using a range of quality assurance processes aimed at making improvements within a well-maintained, safe and spacious environment.

Overall

Drummond House was seen to provide young people with a safe and caring environment. The relationships between staff and young people was a particular strength and this was seen to support young people in making progress in a range of areas in their life as well as giving them positive experiences.

It was noted that the service needs to improve planned work for young people, identifying specific outcomes to work towards. Staffing levels were also noted as crucial so that senior staff can provide regular, planned supervision.

Quality of Care and Support

The service engaged effectively with young people and their parents and carers to encourage their participation and knowledge of the quality of care which impacted positively on the young person's personal plan, the development of the residential environment and the recruitment and selection of staff. Who Cares? Scotland were also seen as a valuable aspect of the care and support of our young people, and the service has sought to develop good interagency work in this respect to ensure young people are aware of their rights.

Young people were evidenced to have a good degree of choice in their lives whilst the service was also evidenced to utilise risk assessment and management approaches to keeping young people safe and supported. A good example of this was the pilot approach with Police Scotland for managing young people who go missing from care.

The service encourages healthy lifestyles for the young people whilst providing a relational and nurturing environment allowing young people to reach their full potential. A good

example of this was work undertaken with a young person to encourage school attendance that resulted in significant improvements.

Quality of Environment

The service uses an effective risk assessment and management approach to reducing hazards in the environment and also out with. The buildings were noted to be in a good condition and were clean and warm. The physical environment allows young people to have space and rooms where they can meet family members. Young people were involved in personalising their own rooms and the communal areas were seen as homely. The storing of medication and confidential information was safe and secure.

Quality of Staffing

This was seen as a major strength of the service. Staff reported that the culture of the service was child-centred, reflecting the strength-based approach they have been working to embed in practice. The induction of new staff was seen as an improvement on previous inspections and the training and development of staff was seen as strength. Staff feel supported from management and it was noted that there was an effective approach to managing staff practice and conduct.

The inspector spoke to several young people and they indicated that the staff team treated them with respect. Young people were also aware of the complaints process and were confident enough to express their views about any aspect of the service. Management were also noted to respond appropriately to young people who expressed any dissatisfaction with evidence of actions taken to address this.

Quality of Management and Leadership

There was a new focus on leadership values from the inspector as this theme had not been inspected for some time. The inspector noted that staff had opportunities to develop specific pieces of work within the service including CALM, Speak Easy, medication, fire marshalling, supervision skills and mentoring students and new staff. There was clear evidence of an accessible career pathway with staff being supported to gain qualifications and apply for promoted posts within the service.

The service has drawn up a comprehensive improvement plan addressing the areas for development in the previous inspection report, with an action plan now in place for year ahead.

There were no requirements made but the following areas for improvement were noted:

- The service should improve the quality of young people's personal plans with a greater focus on achieving positive outcomes and experiences.
- Develop the risk assessment for determining whether and to what extent young people can manage their own medication.
- Management to ensure consistency in managing young people's behaviour – to be addressed in team meetings.
- Staff to ensure they keep up to date records of training and management to monitor training opportunities for staff.
- The service should investigate how they can make use of the SSSC's Steps into Leadership Programme.

Within this Inspection Report there were 3 Recommendations:

- A record of all instances of restraint is kept and that these are subject to the same oversight and monitoring as use of physical holds.
- The service should ensure that all staff have regular, planned supervision with a view to providing appropriate support and development, encouraging reflection for quality assurance purposes.
- The service should ensure that records are maintained of the assessment of staffing levels as detailed in the Care Inspectorate Guidance.

These recommendations and areas for improvement are reflected within the action plan for Drummond and Forrester House. Monthly assessments are now documented in relation to staffing levels in response to risk and need along side staff awareness of recording all instances of restraint – physical and non-physical. Staff supervision is a priority for the year ahead with recruitment drives to ensure staff levels are appropriate and allow capacity for regular supervision to take place. The action plan also reflects the development of young people's personal plans and that risk, need and opportunities are reflected purposefully. Staff appraisals are being rolled out this year across the houses and this will encompass developing leadership skills, training and development opportunities.

Inspection of: The Junction				
Inspection by: Care Inspectorate				
Grades: Theme	Latest Grade Awarded	Grading History		
		Jan 2015	Feb 2014	October 2013
Quality of care and support	5 Very Good	4 Good	5 Very Good	4 Good
Quality of environment	5 Very Good	5 Very Good	5 Very Good	5 Very Good
Quality of staffing	5 Very Good	4 Good	5 Very Good	5 Very Good
Quality of management and leadership	5 Very Good	4 Good	5 Very Good	5 Very Good

Summary

There were two recommendations made at the last Inspection. Firstly, that medication processes were improved and secondly that all staff have regular, planned supervision. Both these recommendations have been achieved.

What The Service Does Well

Overall

The inspector noted that the service provides good support to young people from a highly motivated workforce. Since the last inspection, it was noted that the service had developed their support plans alongside the recommendations noted above that have been actioned.

Quality of Care and Support

The Inspector noted that young people were involved in a range of decisions that influence their care and support, with a high level of positive interactions between staff and young people. Regular young people's meetings are held, offering staff and young people the opportunity to discuss issues related to group living with minutes taken so that decisions can be progressed and tracked. It was noted that staff had established good links with mainstream and offsite education, ensuring young people received the best possible support to learn. Staff had made efforts to provide outreach support to young people who had moved on and were supporting older young people in their independent living skills.

Quality of Environment

The staff create a nurturing environment where young people have a warm respect for staff and each other. Staff and young people have furnished and decorated the house well, providing a home that young people are pleased to take visitors to.

Quality of Staffing

Staff were knowledgeable about the young people they cared for and are motivated and committed. There was a clear commitment from staff and management about training, professional qualifications and best practice, underpinned by regular supervision. Staff reported that they work well together as a team with formal and informal opportunities to express their views.

Quality of Management and Leadership

All staff have formal supervision and ongoing access to senior staff. This allows staff to share ideas and meaningfully contribute to the development of the service. A team development day was held and facilitated by an external consultant allowing staff to reflect and develop plans for the year ahead. The inspector noted that there was good evidence of the service promoting leadership values throughout the workforce. This includes staff mentoring students and working alongside other agencies as well as accessing SSSC's Steps into Leadership Modules.

There were no requirements made but the following areas for improvement were noted:

- Young people's risk assessments made reference to challenging behaviour but did not detail strategies of support for young people with complex behaviours. Whilst staff evidenced a good understanding of support to high risk behaviours, the written risk assessments did not communicate this.
- The service should continue to consider how the privacy of young people is respected.
- Allowing time for staff and young people to develop reflective approaches to situations and interactions.
- Developments to the annual appraisal and supervision of staff will support the continued opportunities staff have to influence the future objectives of the service as well as developing leadership values.

Within this Inspection Report there was 1 Recommendation:

- Systems should be in place to ensure all young people have the required documentation to contribute to effective risk assessment and management.

Since the Inspection Report, The Junction has produced their action plan for the year ahead encompassing the 1 recommendation made as well as the areas for improvement noted above. The action plan will form the basis of staff appraisal and development and will also aid in developing a greater focus on risk and needs awareness for each young person. This will allow staff to make better assessments in regards to specific risks and needs that will be reflected within the young person's care plan and outcome wheel.