

**DUNDEE CITY COUNCIL**

**REPORT TO:                SCRUTINY COMMITTEE 11 DECEMBER 2019**  
**REPORT ON:              EXTERNAL INSPECTION REPORT ON THE JUNCTION**  
**REPORT BY:              EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES**  
**REPORT NO:              411-2019**

**1.0            PURPOSE OF REPORT**

To provide a summary of recent external inspection report carried out by the Care Inspectorate on young people's home at The Junction which do not require in-depth scrutiny. The Junction is currently classified by the Care Inspectorate as a 'high performing service' and in the 2 categories inspected received grades of Very Good and Good.

**2.0            RECOMMENDATIONS**

It is recommended that members:

- 2.1            Note the attached summary of the inspection report on The Junction young people's house, which received grades of very good or good in the two areas covered by the inspection.
- 2.2            Remit the Executive Director of Children and Families to ensure that the areas for improvement are acted upon.

**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, together with examples of best practice and areas for improvement. The summary of the recent inspection report which falls into this category is attached.
- 4.2            One summary report is included from the Children's Residential Service. During the inspection the Care Inspectorate focused on 2 Quality Indicators, 'How well we support Children and Young People's Wellbeing' and 'How well is our care and support planned'. No formal requirements were made and the inspection identified one area for improvement. The area for improvement listed below will be actioned by the regulated residential service in the Children and Families Service.

Copies of the inspection report have been passed to the Lord Provost, Group Leaders and Councillor Murray.

**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 Council Management Team were consulted in the preparation of this report.

**7.0 BACKGROUND PAPERS**

- The Junction Inspection Report October 2019

Paul Clancy  
Executive Director  
Children and Families Service

DATE: 25 November 2019

## Previous Grades Awarded from Inspections

| Quality Theme:                       | Grading History |              |              |             |
|--------------------------------------|-----------------|--------------|--------------|-------------|
|                                      | Sept 2018       | Sept 2017    | Aug 2016     | Jan 2016    |
| Quality of care and support          | 5 Very Good     | 4 Good       | 5 Very Good  | 5 Very Good |
| Quality of environment               | Not Assessed    | Not Assessed | Not Assessed | 5 Very Good |
| Quality of staffing                  | 5 Very Good     | Not Assessed | 5 Very Good  | 5 Very Good |
| Quality of management and leadership | Not Assessed    | 4 Good       | Not Assessed | 5 Very Good |

## Latest Grades Awarded from this Inspection based on new Revised Inspection Framework

| Quality Theme   | Grades:       |
|---|---------------|
| How well do we support children and young people's wellbeing? | 5 – Very Good |
| How good is our leadership?                                   | Not assessed  |
| How good is our staffing?                                     | Not assessed  |
| How good is our setting?                                      | Not assessed  |
| How well is our care and support planned?                     | 4 - Good      |

### Summary

The inspection for The Junction was completed on 5<sup>th</sup> September 2019. During the inspection the Inspector obtained feedback in the form of questionnaires from all five young people in addition to face-to-face discussions with another two. Staff passed on brief comments from a third young person. The feedback young people gave was very positive. They described the Junction as a settled home with nice staff who listened to them and with whom they had good relationships.

### What the Service Does Well

The service was noted to be underpinned by warmth, sensitivity and good humour even when staff met resistance. Staff were observed showing respect to the young people and had successfully developed very positive, meaningful relationships with them, something which was identified by the Inspectors as a cornerstone of the service that was being provided.

Overall staff knew the young people well and supported them to make educated choices in their day-to-day lives. This enabled them wherever possible to maintain relationships with those who mattered most to them. Staff had also promoted a successful return home for several young people. It was noted that there were a number of positive outcomes and experiences for the young people and that they were listened to and received positive responses to all reasonable requests such as; attending the gym, taking driving lessons, learning English as a foreign language. The young people also played an active part in the recruitment of new staff.

The inspection remarked on the very good support that was available for the young people to attend school and college to promote inclusion, increase their life chances and fulfil their potential. The inspectors were confident that the service contributed to young people being safer, for example by working in partnership with other agencies and effectively managing child protection concerns.

The staff team were noted to be managing young people's medical needs effectively and those with additional mental health needs benefitted from very sensitive, non-judgemental support. Access to primary and specialist healthcare when needed, as well as robust management of medication, contributed to young people being as healthy as possible. A high-quality risk assessment and management practices were being implemented by staff, with only the occasional need for more specific detail about strategies for individual young people.

The Inspector found discernible improvements in the quality of personal plans since the last inspection, which had benefited from increased oversight by senior staff and discussion at a recent team development day. These highlighted a much clearer focus on achieving positive outcomes with longer-term goals broken down into more realistic and achievable shorter-term goals. Review reports also provided very good quality updates on young people's achievements, progress and experiences.

#### **What the Service could do better**

Regarding **how well do we support children and young people's wellbeing**, the Inspector felt that managers and senior staff would benefit from identifying and recording analysis of individual incidents to ensure learning is maximised.

The service model of practice is based on the 'nurture model'. Some staff could describe this model in more depth than others, highlighting some of the newer staff who have yet to be trained in this, albeit empathy and compassion was clearly observed in the care that the young people received.

Within the quality theme **how well is our care and support planned**, there were some instances the record of progress would have benefitted from more detail about the extent to which the intended outcome was being achieved. Staff also need to continue to ensure records of planning meetings are completed consistently. The records we reviewed did not clearly show the extent to which young people had contributed to the development and review of their plans. This was an area for improvement already identified by the service and had been included in the new annual development plan. More specific reference to progress with personal plans would improve these even further.

There were no 'Requirements' from this inspection but the inspectors reinforced a previous area for improvement from the 2018 Inspection Report (see below). This was regarding staff deployment to ensure we meet the wellbeing needs of our young people. The Inspector noted though that the manager and senior staff had already implemented a new system which they used regularly to plan staffing in the home. Whilst there were occasions when the identified minimum numbers of staff were not available, this did not appear to have had a significant impact on young people's outcomes or experiences, noting though that this will need continued monitoring by the provider.

#### **Existing Area for Improvement:**

The provider should develop a system for regular assessment of staffing levels and deployment, taking into account the full range of young people's needs and other relevant factors. This is to ensure care and support is consistent with the Health and Social Care Standards, which state that 'My needs are met by the right number of people' (HSCS 3.15).

**Actions taken regarding Areas for Improvement:**

Manager will ensure the existing Staffing Assessment Plan will be utilised on an ongoing basis and staff deployed according to young person's needs. This will then inform diary planning and in conjunction with the young person's care plan and identified needs.

**Further Actions**

- Resources Senior Manager recruited on a permanent basis has excellent residential experience and credentials, who will have daily contact and extra manager oversight, he will carry out unannounced visits for scrutiny on staffing assessment and planning.
- Quality Assurance - The management team will conduct regular case file audits quarterly, ensuring staffing plans and levels are being met, and this is reflected in the quality assurance framework which is now being implemented.

