

DUNDEE CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE - 18 NOVEMBER 2009

**REPORT ON: FAIRBAIRN STREET YOUNG PERSON'S UNIT,
CARE COMMISSION INSPECTION REPORT**

REPORT BY: DIRECTOR OF SOCIAL WORK AND HEALTH

REPORT NO: 551- 2009

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to summarise the findings and grading awarded by the Care Commission to Fairbairn Street Young Person's Unit

2.0 RECOMMENDATIONS

2.1 It is recommended that the Scrutiny Committee:

- i. note the contents of this report
- ii. requests that the Director of Social Work monitor the continued progress towards improving this service.

3.0 FINANCIAL IMPLICATIONS

3.1 None

4.0 MAIN TEXT

Background

The Scottish Commission for the Regulations of Care is responsible for the inspection and regulation of all registered care services in Scotland. The Commission ensures that care service providers meet the Scottish Government's National Care Standards and that in doing so they provide quality care services. Inspection reports are published on the care services register on the Commission's website at www.carecommission.com

4.1 The Care Commission's focus of inspection targeted the following Quality Themes.

- Quality of Care and Support
- Quality of Environment
- Quality of Staffing
- Quality of Management and Leadership

Each Quality theme is made up of several quality statements and this inspection focussed on eight of these quality statements.

4.2 The Care Commission identified the following strengths at Fairbairn Street:

- The Care Commission Officer looked at a range of evidence which showed that the service had very good systems in place to involve young people in assessing and improving the quality of care and support it provided
- The service had very good arrangements in place to ensure that the health and wellbeing needs of young people were met
- Very good arrangements were in place to encourage young people to be physically active, including the provision of gym fees and swimming passes (in one case, also providing a pass for a friend so that a young person could have moral support to go swimming)
- The service had very good arrangements in place to enable young people to participate in assessing and improving the quality of the environment
- Overall, young people were happy with the environment, and took an interest in maintaining it to a good standard
- The service had very good systems in place to make sure that the environment was safe and service users were protected
- The service was very committed to enabling young people to help to assess and improve the quality of staff, and at this inspection demonstrated that they had achieved an excellent standard in relation to this
- Of particular note at this inspection was the involvement of young people in the development of staff communication skills through a Video Interactive Guidance (VIG) Project
- Discussion with staff indicated that the induction process was also robust, featuring a combination of orientation towards policies and procedures of the service and of the wider organisation
- The initial induction period is supported by a period of core skills training for all staff within the first months of their employment which builds on the information provided during the induction. The effectiveness of the recruitment and selection process was evidenced through a confident and competent staff team
- Staff within the service, including the manager and external manager, had established an atmosphere where young people's views were listened to
- Of particular note in relation to this statement was the involvement of staff in a pilot of VIG, utilising video feedback to develop their skills in communicating with young people. This initiative represented a significant contribution on the part of the team to the future development of skills and expertise in the wider workforce

4.3 **FAIRBAIRN STREET YOUNG PERSON'S UNIT**

Fairbairn Street is a young person's unit with five beds for young people aged 13-16+ years, most of who will be supported towards living independently. The unit is managed by Dundee City Council Social Work Department. It is subject to registration and inspection by the Care Commission for Scotland. Staff are subject to the regulations of SSSC.

4.4 **QUALITY INDICATORS**

The Quality Indicators used by the Care Commission are:-

6	Excellent
5	Very Good
4	Good
3	Adequate
2	Weak
1	Unsatisfactory

The summary of grades supports the following recommendations:

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Environment - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Staffing - 5 - Very Good	
Statement 1	6 - Excellent
Statement 2	5 - Very Good
Quality of Management and Leadership - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good

There were no enforcements or requirements placed on the unit.

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.

6.0 **CONSULTATION**

6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Director of Finance have been consulted in preparation of this report.

7.0 BACKGROUND PAPERS

7.1 The following Background Papers were relied upon in preparation of this Report:

- Inspection Report Dundee City Council - Fairbairn Street YPU

Alan G Baird
Director of Social Work and Health

2 November 2009

Inspection report

Fairbairn Street Young People's Unit Care Home Service Children and Young People

7 Fairbairn Street
Dundee
DD3 7JH
01382 436563

Inspected by: Linda Paterson
(Care Commission officer)

Type of inspection: Announced

Inspection completed on: 9 June 2009

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Service provided by:

Dundee City Council

Service provider number:

SP2003004034

Care service number:

CS2003000483

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Easy read summary of this inspection report

We grade all the Quality Statements for a service at each inspection. Each grade describes how well we think the service is doing based on what we inspected.

We can choose from six grades:

 **6**  **5**  **4**  **3**  **2**  **1**
excellent very good good adequate weak unsatisfactory

We gave the service these grades

Quality of Care and Support  **5** Very Good

Quality of Environment  **5** Very Good

Quality of Staffing  **5** Very Good

Quality of Management and Leadership  **5** Very Good

This inspection report and grades are our assessment of the quality of how the service is performing in the areas we examined during this inspection.

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

What the service does well

The manager and staff in Fairbairn Street established very positive relationships with young people, and worked closely with them to make sure that they had the skills and support they needed to move on to living more independently in the community. They had worked very effectively with

young people to enable them to contribute the assessment and improvement of the quality of the service, particularly in relation to staff recruitment and staff development.

What the service could do better

The service needed to further develop the way it recorded information about the health needs of young people.

What the service has done since the last inspection

There were two recommendations from the 2008-2009 inspections of this service which related to the development of evaluation processes which involved young people, their families and relevant professionals. The service had made very good progress towards the development of evaluation systems, and had plans to further improve its practice in this area.

Conclusion

The manager and staff at Fairbairn Street provided a very good standard of care and support to the young people who lived there, and used their skills and knowledge of current good practice guidance to review and improve the quality of the service.

Who did this inspection

Lead Care Commission Officer

Linda Paterson

Other Care Commission Officers

Lay Assessor

Please read all of this report so that you can understand the full findings of this inspection.

About the Care Commission

We were set up in April 2002 to regulate and improve care services in Scotland.

Regulation involves:

- registering new services
- inspecting services
- investigating complaints
- taking enforcement action, when necessary, to improve care services.

We regulate around 15,000 services each year. Many are childminders, children's daycare services such as nurseries, and care home services. We regulate many other kinds of services, ranging from nurse agencies to independent healthcare such as hospices and private hospitals.

We regulate services for the very young right through to those for the very old. Our work can, therefore, affect the lives of most people in Scotland.

All our work is about improving the quality of care services.

We produce thousands of inspection reports every year; all are published on our website: www.carecommission.com. Reports include any complaints we investigate and improvements that we ask services to make.

The "Care services" area of our website also:

- allows you to search for information, such as reports, about the services we regulate
- has information for the people and organisations who provide care services
- has guidance on looking for and using care services in Scotland.

You can also get in touch with us if you would like more detailed information.

About the National Care Standards

The National Care Standards (NCS) set out the standards that people who use care services in Scotland should expect. The aim is to make sure that you receive the same high quality of service no matter where you live.

Different types of service have different National Care Standards. When we inspect a care service we take into account the National Care Standards that the service should provide.

The Scottish Government publishes copies of the National Care Standards online at: www.scotland.gov.uk

You can get printed copies free from:

Blackwells Bookshop
53-62 South Bridge Edinburgh
EH1 1YS
Telephone: 0131 662 8283
Email: Edinburgh@blackwells.co.uk

What is inspection?

Our inspectors, known as Care Commission Officers (CCOs), check care services regularly to make sure that they are meeting the needs of the people in their care.

One of the ways we check on services is to carry out inspections. We may turn up without telling the service's staff in advance. This is so we can see how good the care is on a normal day. We inspect some types of services more often than others.

When we inspect a service, typically we:

- talk to people who use the service, their carers and families, staff and managers
- talk to individuals and groups
- have a good look around and check what quality of care is being provided
- look at the activities happening on the day
- examine things like records and files, if we need to
- find out if people get choices, such as food, choosing a key worker and controlling their own spending money.

We also use lay assessors during some inspections. These are volunteers who have used care services or have helped to care for someone who has used care services.

We write out an inspection report after gathering the information. The report describes how things are and whether anything needs to change.

Our work must reflect the following laws and guidelines:

- the Regulation of Care (Scotland) Act 2001
- regulations made under this Act
- the National Care Standards, which set out standards of care that people should be able to expect to receive from a care service.

This means that when we register or inspect a service we make sure it meets the requirements of the 2001 Act. We also take into account the National Care Standards that apply to it.

If we find a service is not meeting these standards, the 2001 Act gives us powers that require the service to improve.

Recommendations, requirements and complaints

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

- A recommendation is a statement that sets out actions the care service provider should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement.
- A requirement is a statement which sets out what is required of a care service to comply with the Act and Regulations or Orders made under the Act, or a condition of registration. Where there are breaches of the Regulations, Orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Commission.

Complaints: We have a complaints procedure for dealing with any complaint about a registered care service (or about us). Anyone can raise a concern with us - people using the service, their family and friends, carers and staff.

We investigate all complaints. Depending on how complex it is, a complaint may be:

- upheld - where we agree there is a problem to be resolved
- not upheld - where we don't find a problem
- partially upheld - where we agree with some elements of the complaint but not all of them.

How we decided what to inspect

Why we have different levels of inspection

We target our inspections. This means we spend less time with services we are satisfied are working hard to provide consistently high standards of care. We call these low-intensity inspections. Services where there is more concern receive more intense inspections. We call these medium or high intensity inspections.

How we decide the level of inspection

When planning an inspection, our inspectors, or Care Commission Officers (CCOs) carefully assess how intensively each service needs to be inspected. They do this by considering issues such as:

- complaints
- changes to how the service provides care
- any notifications the service has given us, such as the absence of a manager
- what action the service has taken in response to requirements we have made.

The CCO will also consider how the service responded to situations and issues: for example how it deals with complaints, or notifies us about incidents such as the death of someone using the service.

Our inspections take account of:

- areas of care that we are particularly interested in (these are called Inspection Focus Areas)
- the National Care Standards that the service should be providing
- recommendations and requirements that we made in earlier inspections
- any complaints and other regulatory activity, such as enforcement actions we have taken to improve the service.

What is grading?

We grade each service under Quality Themes which for most services are:

- **Quality of Care and support:** how the service meets the needs of each individual in its care
- **Quality of environment:** the environment within the service (for example, is the service clean, is it set out well, is it easy to access by people who use wheelchairs?);
- **Quality of staffing:** the quality of the care staff, including their qualifications and training
- **Quality of management and leadership:** how the service is managed and how it develops to meet the needs of the people it cares for
- **Quality of information:** this is how the service looks after information and manages record keeping safely.

Each of the Quality Themes has a number of Quality Statements in it, which we grade.

We grade each heading as follows:

6	5	4	3	2	1
excellent	very good	good	adequate	weak	unsatisfactory

We do not give one overall grade.

How grading works.

Services assess themselves using guidance that we given them. Our inspectors take this into account when they inspect and grade the service. We have the final say on grading.

The Quality Themes for this service type are explained in section 2 The Inspection.

About the service we inspected

Fairbairn Street is a modern purpose-built unit located in the Dens Road area of Dundee. The unit is registered to care for up to five children. The statement of aims and objectives says that the service is to be provided to children between the ages of 13 and 16+ years, most of who will be supported towards living independently when they leave Fairbairn Street. At the time of the inspection, there were four young people living in the unit.

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

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

This inspection report and grades are our assessment of the quality of how the service is performing in the areas we examined during this inspection.

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

You can use the "Care services" area of our website (www.carecommission.com) to find the most up-to-date grades for this service.

How we inspected this service

What level of inspection did we make this service

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 activities did we undertake during the inspection

Prior to the inspection, the service submitted an annual return and a self-assessment form as required by the Care Commission.

Pre-inspection questionnaires were sent out to young people who were using the service.

During the inspection, evidence was gathered from a number of sources including the following:

Discussion with the manager of the service;
discussion with the residential resource worker (RRW);
discussion with two members of staff;
discussion with two young people currently using the service;
discussion with the parent of one of the young people using the service;
observation of interaction between staff and young people,
examination of a range of documentation relevant to the inspection including the following:
medication policy;
internet policy;
team meeting minutes;
working group meeting minutes;
information form team development day and seniors training day;
sample of staff rotas;
complaint, accident and incident records.

Inspection Focus Areas (IFAs)

Each year we identify an area, or areas, we want to focus on during our inspections. We still inspect all the normal areas of a care service; these are extra checks we make for a specific reason.

For 2009/10 we will focus on:

- Meaningful activity for all adult services
- How care services assess the health of people with learning disabilities
- Involving parents for children's services

- Medication for looked after children for residential accommodation for children
- How care services make sure they have safe recruitment procedures for staff for all services except childminders.

You can find out more about these from our website www.carecommission.com.

Fire safety issues

The Care Commission no longer reports on matters of fire safety as part of its regulatory function. Where significant fire safety issues become apparent, we will alert the relevant Fire and Rescue service to their existence in order that it may act as it considers appropriate. Care service providers can find more information about their legal responsibilities in this area at: www.infoscotland.com/firelaw

The annual return

We use annual returns (ARs) to:

- make sure we have up-to-date, accurate information about care services; and
- decide how we will inspect services.

By law every registered care service must send us an annual return and provide us with the information we have requested. The relevant law is the Regulation of Care Act (Scotland) 2001, Section 25(1). These forms must be returned to us between 6 January and 28 February 2009.

Annual Return Received

Yes - Electronic

Comments on Self Assessment

The self assessment was completed to a good standard prior to the inspection.

Taking the views of people using the care service into account

Two of the four young people using the service were informally interviewed during the inspection. Both said that they were very satisfied with all aspects of their care at Fairbairn Street, and commented positively on their relationship with staff. In addition, four young people returned the pre-inspection questionnaires "How happy are you with your care service?" Of these, 1 indicated that they were "happy", and three that they were "very happy" with the service provided at Fairbairn Street.

Taking carers' views into account

The parent of one young person currently living at Fairbairn Street was informally interviewed during the inspection. She said that she was very happy with the way in which staff looked after her child, and was satisfied with the quality of communication between herself and the service.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service Strengths

The CCO looked at a range of evidence which showed that the service had very good systems in place to involve young people in assessing and improving the quality of care and support it provided.

Young people were closely involved in the development and progress of their own care plans. Case files showed several examples of situations where staff had supported young people to develop the skills and resilience they needed to move home, or to a more independent setting. Records of 1:1 discussions showed that staff worked consistently and sensitively with young people to help them to make progress. They had also succeeded in establishing good relationships with families and other people who were significant in the young people's lives which had resulted (in some cases) with substantially improved contact with home.

Staff made sure that young people understood their legal rights and actively encouraged them to seek support from external advocates such as the Children's Rights Officer to make sure that their views were effectively represented at important meetings.

In addition to their involvement in their own care plans, young people were encouraged to contribute their views about all aspects of the service through a variety of methods, including informal meetings on a 1:1 or group basis, meetings with key workers, and formal Looked After Children (LAC) reviews.

The manager and staff team, in conjunction with young people, continued to explore ways in which young people could be effectively involved in the service, and had, for example, restructured staff team meetings to allow young people to attend. Generally they found that young people preferred a less formal approach to involvement, and the creation of a relaxed atmosphere around shared meal times had so far proved a good forum for the discussion of relevant issues.

In addition, the service had introduced an evaluation form as a more structured approach to gathering feedback. This was issued to young people who were leaving the service, as well as current residents and families and other professionals.

The service provided further evidence that young people had contributed to service development on a local and national basis, details of which are included under Quality Statements 2.1, 3.1 and 4.1 in this report.

Areas for Improvement

The use of evaluation forms was at an early stage of development, and though initial feedback was positive, the manager planned to evaluate the feedback more fully once more information had been gathered over time.

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 3

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

Service Strengths

The service had very good arrangements in place to ensure that the health and wellbeing needs of young people were met. The dedicated nurse for young people who were looked after and accommodated (the LAAC nurse) carried out a health review with all young people on admission from which areas for further attention were identified and followed through, eg making appointments for dentists and opticians. All young people were registered with a GP and a dentist, and staff worked closely with young people to help them to overcome their anxieties about attending appointments.

The service actively promoted healthier lifestyles for young people through the provision of a balanced diet and promoting awareness of healthy eating. In doing this, they took young people's individual preferences into account, eg on the day of the inspection provided a pureed vegetable soup which was enjoyed by two young people who "didn't like vegetables".

Very good arrangements were in place to encourage young people to be physically active, including the provision of gym fees and swimming passes (in one case, also providing a pass for a friend so that a young person could have moral support to go swimming). Staff were also prepared to accompany young people if they wanted this.

The unit had established very good links with Kick It Kick Off (KIKO), an local organisation which aims to tackle anti-social behaviour through involvement in sport, which was providing meaningful opportunities for young people to build physical health as well as self-esteem and a sense of achievement.

Staff had liaised with KIKO and the LAAC nurse to develop a personalised diet and fitness plan for young people, who were supported sensitively by staff.

The inspection focus area (IFA) considered under this statement was about medication. Dundee City Council Residential Childcare Services had recently developed a new policy on the management of medication which had been drawn up in conjunction with the LAAC nurse and the community pharmacist.

The policy states clearly that "wherever possible, young people should retain personal responsibility for administering medication supplied to them." In Fairbairn Street, staff were supporting one young person to manage their own medication, and had suitable arrangements in place to support this. Appropriate arrangements were in place for the secure storage of medication, including controlled drugs, and for the disposal of unused medicines.

Areas for Improvement

Although the service had written information on file about the health needs of young people, and were working closely with young people and relevant agencies to meet these needs, health information was not clearly enough recorded, nor prominently presented in the overall care plans (see recommendation 1).

The service was supporting one young person to manage their own medication. However, the assessment and arrangements for this support were not clearly recorded in the care plan (see recommendation 2).

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

2

Recommendations

1. The service should ensure that the health needs of young people are clearly defined and recorded in the care plan - National Care Standards for Care Homes for Children and Young People - Standard 11 - Keeping well - lifestyle
2. Where young people are managing their own medication, the service should ensure that the assessment, and support and review arrangements are clearly recorded in the care plan - Standard 12 - Keeping well - medication

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service Strengths

The service had very good arrangements in place to enable young people to participate in assessing and improving the quality of the environment. The establishment of positive relationships and open communication meant that young people were encouraged to give their views about all aspects of their lives in Fairbairn Street, and staff listened to what they had to say. This was done through informal and formal discussions on an individual and a group basis, as well as through the use of questionnaires.

In relation to the environment, young people had helped to create a comfortable and welcoming environment, with practical input into choosing decor and soft furnishings in the lounge, and by designing and painting the games room to their own taste. They had worked co-operatively with staff to build flat pack furniture to a very good standard. Bedrooms were individualised to the young people's taste and preferences.

Recently, young people had worked with the handyman to improve the garden, creating a pleasant approach to the building.

Overall, young people were happy with the environment, and took an interest in maintaining it to a good standard. They demonstrated a sense of ownership and belonging, using the space in a relaxed way and making visitors welcome.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 2

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

Service Strengths

The service had very good systems in place to make sure that the environment was safe and service users were protected. The building was secure and in a good state of decoration and repair. All of the young people indicated through the pre-inspection questionnaires that they felt safe and secure within the environment.

Appropriate policies, procedures and risk assessments were in place. Of particular note at this inspection was the introduction of internet availability for young people, supported by a policy and training programme which used the expertise of the Child Exploitation and Online Protection Centre (CEOP) to make sure that young people were able to use it safely.

Staff were all trained in CALM approach to managing behaviour, and had developed a culture which promoted effective de-escalation as the primary response, with physical restraint being used very much as a last resort. The service evidenced that the incidence of physical restraint had declined significantly over recent years, as had the frequency of police call-outs to the unit. Through careful risk assessment, close support and effective communication, staff worked effectively with young people to help them to keep safe when out and about in the community.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service Strengths

The service was very committed to enabling young people to help to assess and improve the quality of staff, and at this inspection demonstrated that they had achieved an excellent standard in relation to this.

Evidence to support this included the regular and meaningful involvement of young people in the recruitment and selection process, and young people being given the opportunity to give their views about staff in formal and informal meetings, on a group and on an individual basis. The service evidenced that it listened to the views of young people, and took appropriate action to investigate complaints, using disciplinary procedures where necessary.

Of particular note at this inspection was the involvement of young people in the development of staff communication skills through a Video Interactive Guidance (VIG) project. Young people were integral to a process of evaluating and developing communication skills during which they gave feedback to independent facilitators and participated in filmed interactions which enabled staff to analyse and improve communication. Feedback from the manager and other staff suggested that this was an effective method of improving staff skills, and that other services within the organisation would use the system following completion and evaluation of the pilot.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

6 - Excellent

Number of Requirements

0

Number of Recommendations

0

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

A centralised audit of Dundee City Council's recruitment policy and procedure was carried out in April 2009. At the time of writing this report, the findings of this audit were not available for publication. This will be published, alongside the relevant inspection focus area, in the next inspection report for this service.

Through examination of the policy and discussion with the manager, however, it was established the staff recruited by this service were subject to a robust recruitment process which involved Enhanced Disclosure Scotland checks being carried out, and appropriate references being followed up prior to employment.

Staff were also subjected to a varied interview and selection process, including group interviews, written submissions and interviews by service users, to establish that they had the necessary skills and values to enable them to do the job.

Discussion with staff indicated that the induction process was also robust, featuring a combination of orientation towards policies and procedures of the service and of the wider organisation. Getting to know the young people in the service was a priority, and the staff confirmed that sufficient time on shadow shifts allowed this to be done effectively.

The initial induction period is supported by a period of core skills training for all staff within the first months of their employment which builds on the information provided during the induction.

The effectiveness of the recruitment and selection process was evidenced through a confident and competent staff team.

Areas for Improvement

The manager advised that the service was in the process of introducing a revised induction process. This was at an early stage of development, and will be considered at a future inspection of this service.

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service Strengths

The service used a variety of methods to enable young people to participate in assessing and improving the quality of management and leadership within the service. This was done through informal and formal discussions on an individual and a group basis, as well as through the use of evaluation questionnaires and an effective complaints procedure. Staff within the service, including the manager and external manager, had established an atmosphere where Young people's views were listened to.

As well as being involved in recruitment and staff development as described under QS 3.1, young people were regularly consulted about the development of policies and procedures which were relevant to their day-to-day care.

Young people who used the service had been encouraged to make effective contributions on a local and national basis to policy development, eg they had been actively involved in the development of the local authority's corporate parenting strategy.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 2

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

Service Strengths

Staff at Fairbairn Street were involved in determining the direction and future objectives of the service in a number of different ways.

Within the unit, team meeting minutes showed that staff reviewed their practice in relation to individual young people on a regular basis, resulting in a shared and consistent approach to care. Discussion with the manager and staff confirmed that all felt that they had a valid contribution to make to these decisions. In addition, staff meetings provided a forum where policy and practice development were discussed and implementation planned. A recent team-building day had given staff the opportunity to begin to evaluate their effectiveness using "How good is our team?". This had already led to some changes in the ways in which staff communicated with each other and with the young people.

Staff from Fairbairn Street were involved in departmental working groups which had considered a range of issues including staff rotas and physical restraint. Senior staff had participated in a development day which had begun to clarify and develop the role of senior social care officers within the residential units.

Of particular note in relation to this statement was the involvement of staff in a pilot of VIG, utilising video feedback to develop their skills in communicating with young people. This initiative represented a significant contribution on the part of the staff team to the future development of skills and expertise in the wider workforce.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Other Information

Complaints

There have been no complaints since the last inspection.

Enforcements

There have been no enforcements since the last inspection.

Additional Information

No additional information noted.

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Commission re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

Summary of Grades

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Environment - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Staffing - 5 - Very Good	
Statement 1	6 - Excellent
Statement 2	5 - Very Good
Quality of Management and Leadership - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good

Inspection and Grading History

Date	Type	Gradings
27 Jan 2009	Unannounced	Care and support Environment Staffing Management and Leadership <i>Not Assessed</i> <i>Not Assessed</i> 5 - Very Good 4 - Good
10 Jul 2008	Announced	Care and support Environment Staffing Management and Leadership 5 - Very Good 5 - Very Good 5 - Very Good 4 - Good

Terms we use in our report and what they mean

Action Plan - When we inspect a service, or investigate a complaint and the inspection report highlights an area for improvement; either through recommendations or requirements, the action plan sets out the actions the service will take in response.

Best practice statements/guidelines - This describes practices that have been shown to work best and to be achievable in specific areas of care. They are intended to guide practice and promote a consistent and cohesive approach to care.

Care Service - A service that provides care and is registered with us.

Complaints - We have a complaints procedure for dealing with any complaint about a registered care service or about us. Anyone can raise a concern with us - people using the service, their family and friends, carers and staff.

We investigate all complaints which can have more than one outcome. Depending on how complex the complaint is, the outcomes can be:

- upheld - where we agree there is a problem to be resolved
- not upheld - where we don't find a problem
- partially upheld - where we agree with some elements of the complaint but not all of them.

Enforcement - To protect people who use care services, the Regulation of Care (Scotland) Act 2001 gives the Care Commission powers to enforce the law. This means we can vary or impose new conditions of registration, which may restrict how a service operates. We can also serve an improvement notice on a service provider to make them improve their service within a set timescale. If they do not make these improvements we could issue a cancellation notice and cancel their registration.

Disclosure Scotland- Disclosure Scotland provides an accurate and responsive disclosure service to enhance security, public safety and protect the vulnerable in society. There are three types or levels of disclosure (i.e. criminal record check) available from Disclosure Scotland; basic, standard and enhanced. An enhanced check is required for people whose work regularly involves caring for, training, supervising or being in sole charge of children or adults at risk; or to register for child minding, day care and to act as foster parents or carers.

Participation - This describes processes that allow individuals and groups to develop and agree programmes, policy and procedures.

Personal Plan - This is a plan of how support and care will be provided. The plan is agreed between the person using the service (or their representative, or both of them) and the service provider. It is sometimes called a care plan mostly by local authorities or health boards when they commission care for people.

How you can use this report

Our inspection reports give care services detailed information about what they are doing well and not so well. We want them to use our reports to improve the services they provide if they need to.

Care services should share our inspection reports with the people who use their service, their families and carers. They can do this in many ways, for example by discussing with them what they plan to do next or by making sure our report is easily available.

People who use care services, their relatives and carers

We encourage you to read this report and hope that you find the information helpful when making a decision on whether or not to use the care service we have inspected. If you, or a family member or friend, are already using a care service, it is important that you know we have inspected that service and what we found. You may find it helpful to read previous inspection reports about his service.

The Care Commission

We use the information we gather from all our inspections to report to Scottish Ministers on how well Scotland's care services are performing. This information helps us to influence important changes they may make about how care services are provided.

Reader Information

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Translations and alternative formats

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

هه بايتسد سيم وونابز رگيد روا رولکش رگيد رپ شرازگ تعاشا هي

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

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Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

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Improving care in Scotland