James Shields Project
Housing Support Service
100 Pollokshaws Road
Glasgow
G41 1PZ
Telephone: 0141 429 2663

Inspected by: Anne Borland
Type of inspection: Unannounced
Inspection completed on: 31 May 2013
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Service provided by:
Quarriers

Service provider number:
SP2003000264

Care service number:
CS2004059313

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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

<table>
<thead>
<tr>
<th>Area</th>
<th>Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>Quality of Care and Support</td>
<td>5</td>
<td>Very Good</td>
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<tr>
<td>Quality of Staffing</td>
<td>5</td>
<td>Very Good</td>
</tr>
<tr>
<td>Quality of Management and Leadership</td>
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What the service does well

James Shields project provides very good care and support to young people. The strength of the service is in the way support provided is tailored to individual needs and preferences of the young people and the range of opportunities which are available to young people.

What the service could do better

James Shields project is looking at ways to develop the service to carry out reparation work between young people and families. The service is seeking to maximise the involvement of young people in residents meetings and the VIP group.

What the service has done since the last inspection

The service has continued to develop links with community resources including participation in the GRAND project. Young people are supported to attend regular social and support groups held in various venues throughout the city.

Conclusion

James Shields project continues to provide very good service for young people who have suffered a period of homelessness many of who are vulnerable, some who have substance misuse problems and have suffered emotional trauma.
Who did this inspection
Anne Borland
1 About the service we inspected

The James Shields Project provides housing support with accommodation for 37 young adults, between the ages of 16 years to 25 years, who are homeless. Twelve of these places are used specifically for service users with substance misuse problems, with support provided by a team of workers specialised in this field. The service is sited within a converted church situated in the Southside of Glasgow. Each service user has a single occupancy bed-sitting flat complete with kitchen and bathroom. The service provider is Quarriers, a charitable organisation. The service is available for up to 2 years; however this can be extended if suitable accommodation is not found within this timescale.

The service has extensive links with other agencies such as addictions and health services, careers and employment resources. Whilst living at James Shields, service users are encouraged to establish a support network inclusive of these agencies as appropriate. Staff members are available over 24 hours. Service users make use of the specialised Learning and Development Service provided by Quarriers which is situated nearby. A dedicated outreach support team is available to service users when making the transition from the project to their own tenancies.

This service was deemed registered by the Social Care and Social Work Improvement Scotland (SCSWIS) on 1st April 2011.

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 Staffing - Grade 5 - Very Good
Quality of Management and Leadership - Grade 5 - Very Good

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

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0845 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
This report was written following unannounced inspection which was carried out by inspector Anne Borland. The inspection took place over two days commencing on the 28th May 2013. Feedback was given to the manager on the 31st May 2013.

As part of the inspection the inspector took account of the completed annual return and the self assessment form that we asked the provider to complete and submit to us.

We sent twenty care standards questionnaires to the manager to distribute to the young people. Fifteen young people returned completed questionnaires before the inspection.

We also received three completed staff questionnaires.

During this inspection the following people were interviewed:
* 5 young people
* 4 staff members
* the depute manager
* the manager

The following records were examined:
* The case files for four young people
* Satisfaction questionnaires completed by young people
* Risk assessments
* Referral log
* Incident reports
* Staff meeting minute
* Staff supervision and appraisal minutes
* Staff training records
* Service development plan
* Service audits
* Complaint register
Grading the service against quality themes and statements

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

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

Inspection Focus Areas (IFAs)

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

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services’ responsibilities for fire safety at www.firelawscotland.org
What the service has done to meet any recommendations we made at our last inspection

Following the last inspection the service were asked to put in place a local policy and procedural guidance for the administration and storage of Naxolene. This had been developed and robust arrangements were in place.

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 Care Inspectorate received a fully completed self-assessment document from the provider with relevant information included for each heading that we grade services under.

The provider identified what it thought the service did well, some areas for development and any changes it had planned.

Taking the views of people using the care service into account

For this inspection we received views from twenty young people using the service. Fifteen people gave their views in questionnaires and five young people gave their views during interviews with the inspector.

All young people except one stated being very happy with the quality of the service. People spoke highly if the support received from staff at James Shields project. The accommodation and the access to other services, such as the learning and development service were described as being excellent. All those who gave their views stated that staff at James Shields project involved them in decision making. Young people thought the support from the additional support project was excellent. Young people who were parents stated staff helped them keep in touch with their children.
Two young people expressed they view that living in the project could be hard when a lot of people have friends around. One young person thought the project was too big. One young person thought some staff lacked “competence” to work in the service.

Comments from young people are included below:

“I feel safe and cared for in the project”.

“Give all the staff credit because no matter what or how much you fling at them they still know how to do their job”.

“Staff are very approachable and made me feel welcome”.

“The project is very good because they take you out on trips like go karting and to the cinema”.

“I receive very good services in the JSP. I have a great relationship with all the staff. I enjoy my stay here”.

“I feel the staff have been very respectful and helpful in every way and helped me realise what I need to do to help myself for the future”.

“Nothing bad to say about them except when they kick you up for having a drink and don’t let you back in for a few hours”.

“I’ve stayed in the project for nearly two years and the staff and support has been fantastic”.

“The project is great I been helped so much since moving in. I have a lot more confidence”.

Taking carers’ views into account

The inspector did not speak with any relatives.
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

Young people living in James Shields project were encouraged to participate in decision making relating to individual support needs, group living matters and in wider organisational issues.

In relation to individual participation staff team members used effective person centred planning. Young people confirmed being actively involved in the assessment of support needs and in the compilation of their care plan. Young people met frequently with key worker to discuss progress made. Plans were agreed how to overcome barriers which prevented progress. Examples included, young people being supported to apply for housing, helped with money management and supported to develop cooking skills.

Young people were invited to chose future social and recreational events.

There was evidence that the views expressed about the quality of the environment was acted upon and several young people confirmed furniture and decoration was replaced and upgraded as requested.

Young people had regular contact with the organisations inclusion worker. The inclusion worker developed links between the young people and community resources and promoted participation and decision making within the organisation. Recent events were taking part in a football tournament with other Quarriers services (which was won by James Shields project), takinh part in a Leaving Care event organised by the local authority social work department to highlight the challenges facing young
people who are living alone or who are in threat of being homeless.

Quarrier’s staff recruitment and staff appraisal have service users involvement embedded in policy and procedure. Young people had been involved in the interviewing of job applicants and the scoring system ensured equal weighting was given to young people. Young people expressed feeling valued and empowered in being given the opportunity to select staff and found it to be a worthwhile process.

Young people could request a change of key worker. This could be for gender reasons or because the young person felt they could benefit from working with someone with a different approach.

The management team asked young people to comment on the quality of the service on a quarterly basis via the completion of a questionnaire. Responses were overall positive regarding the service.

Areas for improvement
Resident’s meetings had not been held as frequently as they had been previously and this was an area that the staff team were trying to improve. In recent months young people had not expressed a wish to be part of the organisations ‘Voices in Projects’ group (VIP). This was regularly promoted by staff and it was anticipated that some new interest would be achieved.

Young people were not invited to contribute to the staff appraisals system. The manager advised this would be given consideration for the future.

The quarterly questionnaires were limited in the range of questions asked and there was no space to add comments. The management could consider amending the current questionnaire to allow more information to be gathered and collate the findings to add to the service improvement agenda.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0
Number of recommendations: 0

Statement 3
We ensure that service users’ health and wellbeing needs are met.

Service strengths
The staff at James Shields project prioritised the health and wellbeing of the young people. This commenced prior to admission at the point of referral. Placements were allocated dependent on the level of assessed need. This meant young people who were the most vulnerable and at risk, whether this was, for example, poor physical health, rooflessness, deteroriated mental health or living in fear of violence were
offered a placement more speedily. Staff members maintained contact with young people awaiting a place updating the risk assessment as required.

Young people confirmed that they were supported to register with primary health care providers shortly after admission. Many young people had unattended health problems and benefited from attendance at dentist, doctors, opticians and sexual health services. Young people who spoke with the inspector stated their health had improved since admission to the service.

Staff at James Shields project recognised that many of the young people had suffered significant trauma and encouraged these young people to meet with Quarriers ‘Listening Ear and Counselling ’service. The service has extremely quick access to the counsellor with some young people experiencing this service to be helpful. Staff had established good links with other health service providers, such as, the Sandy ford sexual health services, Child and Adolescent Mental Health services, Glasgow homelessness addictions team, NHS trauma team and Life links all of whom regularly provide support to the young people.

Staff members carried out routine ‘well-being’ checks on young people throughout the day. These involved checking rooms if a young person hadn’t engaged with staff for a period of time. This ensured that young people who were depressed or socially withdrawn were not overlooked and in need of additional support. Young people stated that staff quickly recognising when they were feeling down and were sensitive and caring in their approach.

Young people had access to Quarriers to the learning and development service. On meeting the young person a specific support plan is divided dependent on the abilities of the young person. Support ranges from tuition with numeracy and literacy, to helping with job application and careers advice. The LDI has established links with local employers and has arranged placement for young people.

Some young people had been given the opportunity to take part in the Leonardo project which provided a nine week work placement in Amsterdam. Examples of the benefits of involvement experiencing a different culture, developing a daily routine as a result of full time work, forming friendships, social skills and confidence. Young people also welcomed a period of respite from the pressures of life at home. The service continues to have links with Operation Raleigh, the Princes Trust and Fairbridge which gave some service users the opportunity to engage in Scottish and international volunteering initiatives. These opportunities were regarded by young people as improving their confidence, skills and improved employment prospects.

James Shields project staff members promote healthy living encouraging service users to eat well and learn to cook fresh healthy produce on a limited budget. Young people appreciated regular supported cooking sessions and regarded this as being a good time to talk through issues with key work staff as well as developing cooking skills.
There were opportunities for service users to take part in outdoor pursuits. Young people and staff take part in regular football matches in competition between other Quarriers services, Street Soccer Scotland and The Homeless World Cup.

James Shields project had been involved with Glasgow City Council GRAND (Getting Real about Alcohol ‘N’ Drugs) initiative which involves a series of locally-led activities and events across Glasgow, with a major event taking place in each Community Health Partnership (CHP) sector. For James Shields project this involved young people performing a dance routine with an anti drug message. Young people were also given the opportunity of attending many of the events held throughout the duration the annual GRAND week. This was reported as being beneficial in terms of the therapeutic value to individual participants and in increasing awareness of community based resources.

Risk assessments and management plans for service users with specific physical and mental health support needs. Missing person procedures were in place and followed by staff. There were a wide range of information leaflets with contact displayed in communal areas sign posted young people to other organisations which provided services to young people.

Staff members were provided training to equip them with the skills needed to support young people. Some of the training included suicide awareness and prevention, mental health first aid, addictions, and blood borne virus training.

First Aid training was available to staff and young people. Several staff been trained on the use of Naxolene, the drug which can prevent death in the event of overdose, and supplies were available on site. Young people expressed the view that the staff team were skilled, competent and able to meet their support need.

Areas for improvement
There was a lack of risk assessment in place for young people who exhibited aggressive behaviour. (Refer to recommendation)
The incident reports were not fully completed unless a health and safety notification had to take place under RIDDOR guidance. The manager advised that this would be discussed further with colleagues from health and safety.
The management team had identified that some key work staff had not recorded key work notes and were addressing this.

Grade awarded for this statement: 5 - Very Good
Number of requirements: 0
Number of recommendations: 1
Recommendations

1. Risk assessment should be in place for young people who are aggressive and threatening which includes a clear management plan detailing how to eliminate or reduce the risk to the young person and those in contact with the young person. This is to meet with Standard 3. Management and Staffing Arrangements. National Care Standards for Housing Support Services.
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
Refer to Theme 1, Statement 1.

Areas for improvement
Refer to Theme 1, Statement 1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0
Number of recommendations: 0

Statement 3
We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths
Staff members all stated that they enjoyed working in James Shields project and they derived great sense of job satisfaction in carrying out their role. The team was described as cohesive, supportive and respectful of each others strengths. Managers were described as accessible, encouraging and supportive. Young people confirmed that staff were approachable, helpful and provided a good service. Staff members were observed to relate well to the young people being both attentive and positive in their interactions.

There were good systems of communication which included daily staff team information sharing meetings and use of written information. Team meetings were frequent and alternated between meeting which focused on the progress of young people and meeting which discussed service and organisations meetings. The staff team had reviewed the way in which team meetings were held and reached agreement in how they would be conducted. In addition there were staff only meetings which gave staff an opportunity to meet without management. This was valued by the staff team and those who spoke with the inspector stated that any...
feedback provided to management regarding issues to be progressed was addressed.

Quarriers had a full range of policy and procedures, known as standards, which linked to best practice, legislation and the national care standards. Quarriers invited staff from all levels throughout organisation to take part in working groups when formulating or updating standards. All staff members were given the opportunity to comment on standards prior to the new standard being endorsed. Organisational standards were available to staff on the intranet to which they all had access. New staff members were introduced to Quarriers standards over the 6 month induction period. Updated and newly introduced standards were discussed in full at team meetings with staff members signing the document to confirm their understanding.

Staff confirmed receiving regular professional supervision and annual appraisals. Staff members advised that good practice was valued and acknowledged by the management.

Training was described as plentiful and of good quality. Staff members had accessed a range of training which included mandatory training and other training which was relevant to looking after young people who lived in James Shields project.

Staff members were aware of the Scottish Social Service Code of Practice and Quarriers own code of conduct. Training had been provided in the Protection of Vulnerable Adults and in Whistle Blowing. Staff members were clear about the need to report poor practice and report concerns re adult and child protection issues.

Areas for improvement
The staff team had not had a team development day to focus on future service development but it was hoped that this would be planned in the near future.

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
Refer to Theme 1, Statement 1.

Areas for improvement
Refer to Theme 1, Statement 1.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0
Number of recommendations: 0

Statement 4
We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide.

Service strengths
The management team carried out file audits which allowed an overview of the progress of young people and identified gaps in practice and in recordings. Issues highlighted were discussed between staff and management.

The service had an updated development plan.

The complaints procedure was displayed in communal areas and was also explained to young people at the point of admission.

The Service Manager and the Project Manager meet with the Local Authority commissioning team on a quarterly basis to talk about the service and highlight good practice.

The provider carried out audits across all aspects of the service and the recent audit confirmed that James Shields project was performing at a high level.
The organisation provides an annual report which reports on performance, developments and practice issues.

The management of James Shields project are fully compliant in notifying the Care Inspectorate of reportable incidents and the reported staff misconduct to the Scottish Social Service Council as appropriate.

**Areas for improvement**

The service no longer used the Housing Support Outcomes Matrix (HSOM) to review individual young people’s progress and the effectiveness of intervention. The manager advised that a new outcomes audit tool was to be implemented.

The staff at the service were not formally gathering the views of stakeholders to contribute to the improvement agenda. This manager advised this would be further developed.

**Grade awarded for this statement: 5 - Very Good**

**Number of requirements:** 0

**Number of recommendations:** 0
4 Other information

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

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

Additional Information

Action Plan
Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).
5 Summary of grades

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<tr>
<th>Quality of Care and Support - 5 - Very Good</th>
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<td>Statement 1</td>
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6 Inspection and grading history

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<th>Date</th>
<th>Type</th>
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All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.
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