

# Care service inspection report

Full inspection

## Adoption Service Adoption Service

School Place  
Kirkwall

Service provided by: Orkney Islands Council

Service provider number: SP2003001951

Care service number: CS2004082081

Inspection Visit Type: Announced (Short Notice)

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## Summary

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

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

### We gave the service these grades

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

### What the service does well

Staff and management are committed to good outcomes for children and young people and are effective in delivering opportunities for this to be realised. The service ensured that children and young people remained central to the decision making process, and the service had strong links with the children and families team to support effective permanence planning.

The service continues to integrate with health and education partners and children are benefiting from multi-agency resources and joint protocols to access services.

### What the service could do better

The service continues to promote participation for adopters, children and young people. Their current engagement methods are good, and the service is building new approaches to strengthen feedback from a range of relevant individuals. Given the difficulties of maintaining confidentiality within a small island setting, the service needs to do more to ensure that everyone feels that their voice is heard.

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

Since the last inspection a permanence planning working group has been established. This is a professional multi-disciplinary group that tracks all permanence cases to ensure timescales for reports, important meetings and decision making are not delayed. The group also enables information and advice to be shared by a range of professionals and this should inform and enhance the child's assessment and care plan.

Recruiting and retaining foster carers and adopters remains a priority within the service. An increase in adoption applications had been recorded this year with several prospective adopters progressing to the preparation stage. However the capacity of the service to allocate assessments is limited due to current staffing arrangements. Management told us that they were looking closely at ways to resolve this issue in recognition of adoption support being a lifelong service.

## **Conclusion**

The adoption service continues to provide very good quality of care and support to their adopters, children and young people, and outcomes for children remain very good. The team are committed to further improving their service.

When we raised any areas of concern about practice the service took immediate action to review and address their procedures. They also demonstrated commitment to act promptly on areas for development we made during feedback to the manager.

# 1 About the service we inspected

Orkney Islands Council Adoption Service comprises an operational manager, two fostering and adoption social workers, and a social worker responsible specifically for the Intensive fostering service. Their work is overseen by the principal social worker and service manager for children's services.

The team work closely with children and families social workers who are based in the same building. The service has also had the opportunity to work alongside a qualified Social Pedagogue for the past three years. This initiative was introduced to take forward the work of the Fostering Networks 'Head, Heard, Hands Programme to provide a different way of engaging with children, young people and carers. We were told that sound progress had been made and positive changes to areas of practice had been embedded within the service. The success and impact of the programme is currently being externally evaluated to assess the effectiveness and measure outcomes.

When required, the service also has access to a social work assistant who is part of the wider resource team, and the support offered is valued. Orkney fostering service commissions the work of an experienced independent social worker to carry out for example, specialised training, consultations and chair important meetings.

## Recommendations

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

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

## Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or

orders made under the Act, or a condition of registration. Requirements are enforceable in law.

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

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

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

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

**Quality of management and leadership - Grade 5 - Very Good**

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

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website [www.careinspectorate.com](http://www.careinspectorate.com) or by calling us on 0345 600 9527 or visiting one of our offices.

## 2 How we inspected this service

### The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### What we did during the inspection

This short announced inspection commenced on the 9 November 2015. Feedback was given to the manager of the service on 25 November 2015.

As part of the inspection, we took account of the completed annual return and self-assessment forms that we asked the provider to complete and submit to us in advance. Prior to the inspection we asked the manager to send out questionnaires to, adopters and panel members. During the inspection we also sent out questionnaires to two placing social workers and one was returned.

We asked the manager to issue six care service questionnaires to staff and we received six back, completed prior to the inspection.

During this inspection we gathered evidence from various sources, including:  
We met with/spoke with:

- Manager of the service
- Fostering and adoption social workers, in a group and individually
- Social work assistant
- Social pedagogy worker
- Two placing social workers
- Principle educational psychologist
- Educational psychologist
- Children's advocacy worker
- Attended a team meeting
- Group of four adopters and spoke individually with adopters.

We examined relevant documentation including:

- Participation strategy
- Three adopters files and the files of two of the children placed
- Staff team meeting minutes
- Staff training and supervision records
- Support group minutes
- Minutes from adoption and fostering panels
- Minutes from the permanence working group
- Minutes from a sudden end of placement meeting
- Fostering and adoption newsletter
- Registration certificate.

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

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

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

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

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

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may

consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firescotland.gov.uk](http://www.firescotland.gov.uk)

## The annual return

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

**Annual Return Received:** Yes - Electronic

## Comments on Self Assessment

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

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

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

We were unable to seek the views of the young people we tracked during this inspection.

## Taking carers' views into account

We received the following views from adopters about their experience with the service. Their comments included:

"We are constantly reassured that if we have issues or worries, we can contact the social workers and request a meeting and have a chat. It's like having a "parent safety net" and one which we are not afraid to use should we need to"

"The support group is well attended and we get a lot of feedback from managers about service development. This can take over at times; we also have our own arrangements to get together informally"

"The preparation course gave me a great opportunity to gather very important knowledge and to make responsible decisions about adoption"

"I attended the adopters support group during my assessment, it was a good chance to get to know other adopters and listen to their experience - very beneficial"

"We had thorough discussion with the medical advisor regarding any health needs of the child and future implications, and also good information on the family background".

Further views from adopters, panel members and social workers are provided throughout the report.

## 3 The inspection

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

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

Grade awarded for this theme: 5 - Very Good

#### Statement 1

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

#### Service strengths

We examined this statement at the time of the last inspection and concluded that the service provided very good opportunities for people who use the service to influence their care and support. During this inspection we confirmed that adopters continued to have very good opportunities to assess and improve the quality of support within the service.

Adopters confirmed that there were a range of opportunities for them to talk about their individual care and support, and to influence how the service developed. Support groups, feedback questionnaires and individual relationships with social workers were put forward as some of the ways in which adopters could keep up to date with developments in the service, and express their views about a range of issues. The majority of adopters we spoke with told us that they felt well informed about what was happening within the service and that their views were listened to.

The fostering and adoption service had a participation strategy which was updated annually and clearly set out the strategy aims and principles of participation. Key priorities for 2015 were recorded within the report including developments being taken forward for the adoption service as a result of

feedback. For example, reviewing letterbox monitoring systems, and ongoing training and consultancy to be provided for adopters by an independent social worker.

Individuals' views were gathered via questionnaires during stages of the assessment process, from application to preparation groups through to panel approval. Adopters we spoke with, and feedback we examined, demonstrated people were very satisfied with the service they had received, and that they had benefited from linking up with experienced adopters at early stages such as preparation groups. Visits were made to prospective adopters within four weeks of expressing an interest. We were told that the information provided at this stage was helpful, and clarified the assessment process for those wishing to pursue their application.

There was a well-established adopter and children's support group with regular meetings taking place. The majority of adopters we spoke with advised that this group was beneficial and offered opportunity to exchange views and share experiences. Managers had also attended these groups to give updates on service development and obtain the views of adopters. As a result of feedback from adopters, specialist training and workshops had been taken forward relating to important issues, such as birth family contact and child development.

Although adopters valued support groups and appreciated input from various speakers and the training provided, they were motivated and encouraged to make arrangements to strengthen their own informal network in a less structured setting. We were told this had been taken forward with these alternative additional arrangements working well.

Social workers we spoke with and records confirmed that birth families were encouraged to attend meetings and panels and share their views to enable staff to make the best possible decisions about matching and linking children and adopters. We also found evidence in the child's BAAF (British adoption and fostering) Form E, that birth parents views about the proposed adoption were included.

To help the service to improve and develop adoption services in Orkney, a participation survey had been carried out. Adopters were asked their views on issues such as, post approval linking and matching and support and training. Feedback we looked at showed a very good level of satisfaction with some areas of development being taken forward in terms of training as a result.

## Areas for improvement

The service continues to promote participation for carers, children and young people. Their current methods of engagement are good, and the service is building new approaches to strengthen feedback from a range of relevant individuals. Given the difficulties associated with maintaining confidentiality in a small island setting, the service needs to do more to ensure that everyone feels that their voice is heard.

The service could consider a more formal 'buddy' system for newly approved adopters to be linked with experienced adopters following approval. Some adopters we spoke with expressed an interest in becoming more involved in preparation groups and training for potential adopters. We discussed this with management who advised that they would explore ways to take these areas forward.

## Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 2

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

### Service strengths

We found clear strengths in the quality of care and support within the service and we saw that children using the service were supported to achieve positive outcomes. This has informed the grade of very good for this statement.

The BAAF form F's, (British Association for Adoption and Fostering) for the adopters we tracked were thorough, and clearly highlighted the ability to meet the needs of the children at the point of adoption and in future. The assessment included full consideration of their strengths and personal characteristics alongside their support network and finances. This meant that children were given the best possible chance to reach their potential within safe, secure and permanent families.

We spoke with two placing social workers and three fostering and adoption social workers. They had a clear understanding of the need to assess and plan for children using the Getting it Right for Every Child (GIRFEC) principles and the SHANARRI well-being indicators. These eight indicators are intended to provide a common language for practitioners, children and families, as well as ensuring that a holistic view of the child or young person's life and progress is being considered. This ensured improved quality in assessments, which assisted with the linking and matching of children.

[www.gov.scot/Topics/Young-People/gettingitright](http://www.gov.scot/Topics/Young-People/gettingitright)

We found that most children's needs were well matched with the abilities and skills of the proposed adopters. The service also used adoption exchange days and had reciprocal agreements with neighbouring authorities to ensure that children were matched as quickly as possible, and that newly approved adopters did not have a lengthy wait for a child to be placed. Adopters told us that they and their children bonded quickly and attributed this to good

matching and attending linking meetings to gather all information. To ensure that children's health and wellbeing needs were met, adopters were able to access a suitable range of additional specialist services if required. This included for example, educational psychology, individual consultation and attachment training to help support the child's emotional development.

Adopters could choose to meet with the medical advisor prior to formalising the matching process to discuss the child's health, the impact of earlier trauma and where appropriate obtain information about family medical history. When possible, adopters met with birth parents and when appropriate, birth parents were given a profile of potential families for consideration. These approaches enable children to develop a healthy sense of identity and allow important information to be shared at an appropriate stage.

Birth families were also supported by the fostering and adoption team, and provided a range of services including counselling, information on the adoption process and the right to appeal. Further support could be provided through referral to advocacy and legal services. These arrangements enabled birth families to make considered choices about the adoption process based on good quality information.

Adopters told us that introductions had been well planned and sensitively managed given the geographical difficulties and distances to be travelled. A high level of support and advice was offered to adopters during the matching and introduction period. Some foster carers, who had supported children transition to adoption, remained in contact in recognition of the importance of the attachment that the children had with foster carers. Adopters felt reassured that they could call foster carers for advice during the early stages of the adoption when still getting to know their child. We saw evidence of these arrangements working very well, which in turn enabled the child to settle quicker and experience less anxiety.

Preparing to adopt training is delivered to prospective adopters either in a group form or individual basis given that Orkney Islands Council is a small authority. Adopters we spoke with advised that immediate family members had been also been included at the preparation stages, allowing the whole family to gain a sound understanding of the challenges and rewards of adoption.

Post adoption support plans were in place and were reviewed annually or if there were any significant changes in the adopters circumstances. Support provided by the service included, financial assistance, access to specialist services and contact with individual workers. Within the support plan is a written agreement made at the time the child is placed regarding contact between the child, their birth family siblings and other significant people. This also includes any decisions made about letterbox contact. Social workers we spoke with advised that later life letters had either been completed, or were in the process of being finalised for children who had been adopted. Adopters we spoke with were aware that they could request support, advice and guidance at any time from the service.

Since the last inspection a permanence planning working group has been established, and it meets on a monthly basis. This is a professional multi-disciplinary group that tracks all permanence cases to ensure timescales for reports, important meetings and decision making are not delayed for children and young people. The group also enables information and advice to be shared by a range of professionals and this should inform and enhance the child's Form E assessment and care plan. Please see area for improvement.

To help improve outcomes for looked after children within the school setting, the service had taken forward a new initiative. Educational psychologists and fostering and adoption social workers were exploring ways to support children and young people to have a more nurturing experience within their learning environment. This involved holding workshops for a group of interested teachers to increase their capacity to understand more about children whose past experiences had impacted negatively on their ability to learn. It is not yet possible to measure the success of this initiative; however the service is well placed to make further progress. We will look at this area during next years' service inspection.

## Areas for improvement

The service aims to update their information pack in line with adoption policies and procedures.

At the time of the last inspection we recommended that 'adoption and social workers should provide advice in terms of permanence planning to social workers carrying out this work, and ensure this was reflected in the Form E for the child' National Care Standards for Adoption Agencies, Standard 32.2 - Providing a Good Quality Service.

At this inspection the service had established the permanence planning working group as per their action plan and this has enabled the above recommendation to be met.

## Grade

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 evidence in Quality Theme 1 - Statement 1 in relation to consultation and participation is relevant to this statement.

#### Areas for improvement

The evidence in Quality Theme 1 - Statement 1 in relation to consultation and participation is relevant to this statement.

#### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 3

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

### Service strengths

We found at this inspection that the Adoption Service continued to have an experienced, skilled and motivated staff group who worked effectively as part of a team. As a result, adopters were very well supported to meet children's needs.

We met with fostering and adoption workers as a group and spoke with some staff on an individual basis. We saw that the service had provided staff and adopters with relevant professional training, alongside opportunities for reflection and discussion to ensure best practice was achieved. This has informed the grade of very good for this statement.

Staff presented themselves to us as knowledgeable and had a clear awareness of the National Care Standards, current legislation and best practice initiatives. All staff were registered with the Scottish Social Services Council as required, and they worked to appropriate Codes of Practice. Staff benefited from a wide range of training opportunities both internal and external that supported them in the work they did. For example permanency training, GIRFEC workshops and managing conflict and stress.

Staff we spoke with confirmed they received regular and effective supervision. We also saw evidence of completed annual professional development appraisals for staff, highlighting reflective discussion and ongoing training needs. Staff informed that they valued the opportunity for informal supervision from the manager and colleagues.

Staff members commented:

"Joint team meetings with children and families social workers are helpful, we also have joint training and joint visits to foster carers. Communication

between us is good"

"Workers in the fostering and adoption team go above and beyond what is expected of them, especially when it comes to working weekends, people are very committed to supporting children and carers".

Staff advised that morale remained good, although an increase in referrals for adoption and fostering and mandatory training had caused tension by impacting on staff capacity to carry out operational tasks. These issues had been raised with senior management and staff advised they had been responded to appropriately.

Minutes we examined from staff team meetings and staff development sessions were detailed, well-structured and showed reflective discussion had taken place with full consideration being given to the needs of children, adopters and foster carers. This included relevant items such as the matching process, office staffing and issues relating to individual cases. This approach enabled continuity of practice and shared professional standards. We were told that development sessions had been beneficial and enabled sharing of experience between social workers. Staff clearly valued these opportunities to come together, and in discussion impressed us as motivated to improve areas of practice.

It was evident from our discussions with adoption and fostering social workers and family and children social workers that they worked well together and were mutually supportive. Staff informed us that they had no difficulty raising issues at team meetings and all contributions were listened to and valued.

Staff presented as skilled, knowledgeable and well placed to support adopters and children. We saw some very good outcomes for children who were benefiting from specific interventions being provided by workers suitably qualified to address individual need. This targeted approach allowed new strategies to be implemented and helped to sustain placements during difficult times.

Placing social workers and adopters confirmed that staff adopted a professional approach:

"We have high regard for all the professionals within the Orkney team for how they have looked after and supported us throughout. We have not had any major issues or concerns, but the few wee things we have been concerned about, we have always been made to feel we can approach to discuss and we are grateful to have this in place"

"This has been my first experience of placing children at such a distance from their birth town, and have been impressed by the support and advice from the adoption social worker and her team manager both to myself as a placing social worker and to the adopters"

"The ongoing training provided by the service is invaluable. Sessions are tailored to suit the needs of those of us who attend and the insight and knowledge is amazing".

To ensure young people's' safety and wellbeing, comprehensive child protection policies and procedures were in place, and all foster carers, adopters and staff undertook multi-agency child protection training. To strengthen this area social media training had being introduced to the service, and this will also cover areas such as child sexual exploitation.

## Areas for improvement

The service aims to provide further opportunities for adopters to attend in-house training and bring experienced trainers and consultants to Orkney.

The service should develop a framework to enable 360 degree feedback for staff appraisals. This will allow for example, adopters, foster carers and colleagues to comment formally on the workers performance and competence.

## Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

### Statement 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 evidence in Quality Theme 1 - Statement 1 in relation to consultation and participation is relevant to this statement.

#### Areas for improvement

The evidence in Quality Theme 1 - Statement 1 in relation to consultation and participation is relevant to this statement.

#### Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

## Statement 4

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

### Service strengths

Based on our findings, we found the service performance was of a very good standard.

We found that the assessment of adopters was robust and that mandatory checks were carried out to ensure suitability for caring for vulnerable children. Analysis of strengths and any areas for development were clearly recorded. The registered manager had introduced a quality assurance system to enable any enquiry to be tracked to ensure the process was progressing within set timescales. This was monitored through team meetings and staff supervision.

We found that quality assurance systems involved some key people, and were being used to develop action plans to improve the service.

For example:

- Adopters had completed surveys at all stages of the adoption process and were consulted regularly about the service. We saw evidence of changes being made to the development of the service as a result of these views
- Panel members were able to make comment to the registered manager about the quality of assessment reports, planning and decision making
- Staff were able to suggest improvements to the service through development sessions, team meetings and staff supervision. We were able to confirm this through attending and observing a staff team meeting.

Second opinion visits were in place to provide an important quality assurance mechanism for all reports being presented to panel. This allowed prospective adopters to provide their views on the assessment process directly to the

management and leadership within the service.

The registered manager quality assured all paperwork being sent to the fostering and permanence panel. If any gaps or areas of uncertainty were found in assessment reports these would be clarified prior to panel. This thorough approach ensured that the decision making process was not delayed for the applicants.

The fostering and permanence panel also provided a further important quality assurance mechanism for the service. Unfortunately we were unable to observe a panel during this inspection. However, minutes of the adoption and permanence panel were detailed, and reflected thorough discussion and sound recommendations.

It was clear from discussions with the chair of the panel, that she was very experienced and adopted an independent approach. Returned questionnaires from panel members sent out prior to the inspection, reinforced our view that there is very good communication between the registered manager and panel members.

Business meetings were held prior to, and following each adoption and permanence panel, when full discussion was held regarding all information being presented to panel. These meetings also gave an opportunity for the panel to be informed of any service developments, and for the registered manager to obtain feedback on the quality of assessments and any action that needed to be taken.

Panel members commented:

"Panel members prepare thoroughly for panel and are open to further learning and development. Hopefully in the future the Panel can build on the effective working of the last year and continue to integrate our shared learning and experience"

"From what I have seen so far, the standard is high within the adoption and fostering service in Orkney. The reports I have read have been extensive and full. The child/rens welfare is paramount and the foster carers and adopters

appear to be given support as they need and require"

"There is an excellent communication system between Orkney Health and care and myself. I am able to speak to the manager about any matters of concern regarding social work practice"

We were advised that panel membership had increased this year which brought additional skills and experience. Important training had taken place for panel members such as GIRFEC training and child protection. Active members of the fostering and permanence panel, had experience of being foster carers or adopters. This specialist knowledge was useful, and assisted these individuals when they reported on the quality of staffing in the service. The agency decision maker carried out a further role in quality assurance prior to decision-making.

When the unplanned ending of a placement occurred, and a child was moved as a result, appropriate meetings were convened to consider the sudden change in circumstances. These meetings were chaired independently, and minutes we examined demonstrated sensitive and thorough discussion, with careful consideration being given to participants' opinions and observations. The minute also highlighted areas for future learning for all involved, and we noted important changes being made to particular areas of practice as a result.

## Areas for improvement

The service aims to introduce supervision and appraisal for its panel members as part of their development plan.

## Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

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

### Previous requirements

There are no outstanding requirements.

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

### Previous recommendations

1. At the time of the last inspection we recommended that 'adoption and social workers should provide advice in terms of permanence planning to social workers carrying out this work, and ensure this was reflected in the Form E for the child'

National Care Standards for Adoption Agencies, Standard 32.2 - Providing a Good Quality Service.

This recommendation was made on 27 February 2015

At this inspection the service had established the permanence planning working group as per their action plan and this had enabled the above recommendation to be met.

## 6 Complaints

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

## 7 Enforcements

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

## 8 Additional Information

There is no additional information.

## 9 Inspection and grading history

Date	Type	Gradings	
27 Feb 2015	Announced (Short Notice)	Care and support	5 - Very Good
		Environment	Not Assessed
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
13 Mar 2014	Announced	Care and support	5 - Very Good
		Environment	Not Assessed
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
8 Mar 2012	Announced	Care and support	5 - Very Good
		Environment	Not Assessed
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
18 Aug 2010	Announced	Care and support	4 - Good
		Environment	Not Assessed
		Staffing	4 - Good
		Management and Leadership	4 - Good
7 Oct 2009	Announced	Care and support	4 - Good
		Environment	Not Assessed
		Staffing	3 - Adequate
		Management and Leadership	3 - Adequate
12 Nov 2008	Announced	Care and support	3 - Adequate
		Environment	Not Assessed
		Staffing	4 - Good
		Management and Leadership	3 - Adequate

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