

Glencruitten Hostel

School Care Accommodation Service

Dalintart Drive
Oban
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Type of inspection: Unannounced
Inspection completed on: 26 October 2017

Service provided by:
Argyll and Bute Council

Service provider number:
SP2003003373

Care service number:
CS2006130205

About the service

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at www.careinspectorate.com

The service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

Glencruitten Hostel is managed by Argyll and Bute Council. The hostel provides accommodation and support for up to 76 children and young people studying in Oban High School, who live too far away to travel daily to school. Young people from the islands of Colonsay, Mull, Iona and Easdale, as well as from Bridge of Orchy may stay at Glencruitten Hostel.

The hostel is located in Oban and is within easy reach of local shops and transport links. At this time of inspection there were 50 young people resident. There is ample communal living space including a large lounge area, dining/kitchen, games rooms and study room, complete with computers with controlled internet access.

Sleeping arrangements are restricted to separate girl and boy accommodation. These are located on the upper floors. A range of bathrooms offer a degree of privacy for young people.

The aims of the hostel include: "To provide a friendly and caring environment where young people have access to help and support. We operate an Open Door Policy, welcoming young people, parents and family contact or visit to Glencruitten at any time".

What people told us

We spoke with 21 young people during the inspection who were happy to share their views of living at the hostel. Some of their comments included:

"They look after us, it's fun".

"The food has got better".

"Yes staff treat you with respect. It gets better as you get older. There are certain people that get on with a certain age".

"It's alright. Can be pretty boring".

"I can speak to anyone but can go to my key worker. Staff are pretty accepting".

"It could improve. Can be quick to blame".

"It has improved on the rules".

"Issues with heating. It's always freezing".

"Staff don't go to football but XX does, she tries to get alongside".

"I'd say I feel safe. Some people can be annoying".

"Staff are approachable. I know who the manager is".

"Food is fine. It's as good as you can expect".

"Staff care for me. Key worker checks in".

Overall we concluded that most young people were happy living at the hostel and that they had positive relationships with staff.

We spoke with eight parents who provided feedback about the quality of experience for them and their son/daughter. All parents felt that the hostel was looking after their children well and that they had no concerns about their safety and wellbeing. Some parents commented that staff had different qualities and this meant that the children may approach some staff for specific requests, over others. Most parents believed communication between staff and themselves was good, however a small number of parents felt this could at times be better. Parents felt that there were stimulating activities available to their children and that for some, clubs after school remained their focus. Overall parents were satisfied with the quality of support for their children.

Self assessment

The provider was not required to submit a self assessment document for this inspecting year.

From this inspection we graded this service as:

Quality of care and support	3 - Adequate
Quality of environment	5 - Very Good
Quality of staffing	3 - Adequate
Quality of management and leadership	3 - Adequate

Quality of care and support

Findings from the inspection

Upon review of this quality theme, we awarded a grade of adequate further to speaking with young people, staff and assessing how young people were supported to achieve positive outcomes.

We spoke with 21 young people about how they enjoyed living at the hostel and how they were supported by adults involved in their daily care and support. Most young people provided positive comments about their experiences, with some identifying that staff were friendly and that some worked hard to "get alongside us". We took this to mean that genuine efforts to understand young people's perspectives and to interact with them in positive ways, helped them to develop respectful and supportive relationships.

We found that records relating to young people contained a profile which allowed the reader to develop an understanding of how young people saw themselves, what was important to them and who the key people were in their lives. Although we saw some evidence of personal planning, this was restricted to young people highlighting their aspirations for the future and how their interests helped to promote a sense of identity. We did not however see evidence of support plans for young people, detailing how their support needs would be progressed or met. For example, where young people required support to maintain good timekeeping for school attendance, had additional needs relating to personal hygiene or heightened sensory stimulation, or where the service suspected misuse of drugs by some young people, we found little written evidence of how the service supported or progressed positive outcomes for young people. We require the service to compile detailed records, preferably with young people, to state how their needs will be supported. Where young people require less support, the service should be proportionate in terms of the compilation of plans. However, the service

must ensure that all young people have a personal plan to comply with the requirements of regulated services. (see requirement 1 under this quality theme).

Arrangements for monitoring young people's homework were very effective, with staff providing important reminders for completion. When young people had free time, participation in a wide range of activities was encouraged and these included, young people attending a football match to see Scotland's National Team, while others visited a new trampoline park or formed a running group to promote their health and wellbeing. A more recent activity involved the potential to up cycle old pallets and we recognised that this was at an early stage, but could see the ecological benefits for young people who could learn new skills and develop appreciation for making their own items. We also noted that induction days for young people just arriving to stay at the hostel, were well organised and young people moving on from the hostel dined out for the first time, to celebrate their leavers' dinner.

Critical to young people's health and wellbeing was the traditional focus on team sports and music. Some young people told us about playing in the pipe band, while others chatted about playing shinty, rugby and football. Although these interests took place after school in young people's own time, the service was very supportive of physical activity and more recently, some staff had taken on a more active role in encouraging positive exercise and healthy choices.

Young people who were prescribed medications were supported through robust procedures for administering, dispensing and recording that these were issued safely. However we felt that the current storage arrangements were unhelpful and we have offered suggestions about how this may be improved. We also advised of the need to store spare medications for young people who may require an emergency supply. The service should consult with parents, the local GP practice and pharmacy to explore the correct process for obtaining additional prescriptions.

We were aware that catering arrangements had changed since the last inspection and we were told by some young people that they did not always enjoy the food available. We met with members of the catering team and explored how the Food Committee operated. We found that key personnel did not routinely attend the Committee meetings and this may have created a barrier to effective communication or understanding of young people's views. We advised the service that the person responsible for catering arrangements, should actively contribute to discussions regarding menus. This will allow young people direct access to those responsible for preparing their meals.

Requirements

Number of requirements: 1

1. The provider must ensure that all young people have a personal plan in place, taking account of how the provider will support young people to meet their individual needs and expected outcomes.

This is to comply with:

The Social Care and Social Work Improvement Scotland (Requirements of Care Services), Regulations 2011/210, Regulation 5 (1) - Subject to paragraph (3) a provider must, after consultation with each service user, and where it appears to the provider to be appropriate, any representative of the service user, within 28 days of the date on which the service user first received the service prepare a written plan ("the personal plan") which sets out how the service user's health, welfare and safety needs are to be met.

(2) (b) (iii) - Subject to paragraph (3) a provider of a care service must - review the personal plan at least once in every six month period whilst the service user is in receipt of the service.

Timescale: Two months from publication of this report.

Recommendations

Number of recommendations: 0

Grade: 3 – adequate

Quality of environment

Findings from the inspection

Upon review of this quality theme, we awarded the grade of very good, further to our observations of the physical environment and after hearing from young people about the quality of their experience.

The hostel continues to provide very good accommodation for young people living away from their families. All internal areas were immaculately clean and tidy, achieved through the hard work of a dedicated team of domestic staff. Young people arriving at the service for the first time, were encouraged to visit in advance of coming to stay and this helped to offer reassurance about what to expect and familiarity of both staff and their environment. Young people told us that they were given a handbook and this provided all the information they needed to settle in. We reviewed this information and were satisfied that it provided information regarding how young people could remain safe and told them what to do should they have any concerns.

Personalising of bedrooms was encouraged and we found that where young people chose to bring personal items to enhance their private space, then this added to their comfort and security. We found that showering and bathing facilities were generally of a very good standard and that they offered young people a degree of privacy, to support their personal care.

During our discussions with young people, they commented that they felt safe in the hostel and appropriate risk assessment ensured that where young people had additional support needs, very good guidance and strategies were in place to support them to self manage their health and wellbeing. We acknowledged that the hostel had liaised with another of the provider's services and this had offered an enhanced understanding of how young people could be supported. Additionally, where young people participated in a range of activities, appropriate risk assessment promoted their safety.

We found that since the last inspection, there had been a significant change in the way sanctions were to be applied to young people's behaviours. This had been well received by young people, who felt that a relaxation to some rules, had afforded them fairer consequences in certain circumstances, where they had not met with agreed expectations. Whilst we acknowledged the efforts of the service to adopt less punitive ways of supporting young people, we did not feel as yet, that all staff adopted the philosophy behind this improved practice. We felt that it may be helpful to gather evidence of the effectiveness of alternative approaches, to allow staff and young people, to better understand the impact of this change over time.

Accident and incident recordings were appropriate and we found very few incidences relating to young people's behaviours or personal safety. One aspect of practice that we suggested may benefit from review, were the current arrangements for signing in and out of the hostel. We felt that these could be reviewed to allow young people to take more responsibility for recording their whereabouts. By encouraging young people to sign in and

out, this would promote their independence and reduce reliability on adults. There may of course, be some young people who will need support to operate in this way, however we believed that this work could be supported through key worker time with those young people.

We found that effective maintenance supports and procedures were in place to ensure that the environment remained fully functional and supportive of young people's quality of life. Where we did consider change could be made, was in relation to promoting greater involvement of domestic and janitorial staff, in identifying potential for improvement to ways in which the environment can continue to develop. We discuss this further within the body of this report.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 5 - very good

Quality of staffing

Findings from the inspection

Upon review of this quality theme, we awarded the grade of adequate further to our discussions with staff, young people and review of evidence relating to the quality of staffing.

Our discussions with members of the care team provided valuable insight into young people's experiences of living at the hostel. We felt that staff conveyed child centred approaches when discussing their support of young people. We explored how their training opportunities, including Child Sexual Exploitation and Drug and Alcohol Awareness, helped to protect young people and inform them of the risks associated with unsafe situations and behaviours. Some staff spoke of their frustration around the delay in compiling support plans for young people and how this had prevented them from accurately recording young people's needs and how these should be supported. We discuss this more under quality theme 1 of this report but we acknowledged that staff remained motivated and committed to supporting young people and to finding appropriate ways to record key information.

Care staff supervision records were sampled and we found that regular supervision took place between care staff and managers and this provided opportunities for reflective practice discussion and a means of identifying continued professional development needs. Staff confirmed that supervision was a helpful process and that they valued time with their manager to discuss the young people and how practice could be improved.

Care staff meetings occurred regularly, including a routine changeover between shifts each day and we found that a broad agenda for meetings, helped to create a forum for collective discussion and decision making by members of this team. Further to this function, we also found that staff were involved in regularly reviewing National Care Standards and by exploring their practice, they provided evidence of what was working well in the service and what could be better. Although we noted the active involvement of this group of staff in identifying improvements, we found whole team staff meetings were not a regular feature of meeting structures and we therefore asked that the service consider how the contribution of other groups of staff, might enhance current

ways of working. We felt it was important for all staff to have formal opportunities to meet and work together, to the benefit of young people.

When meeting with several members of staff within domestic and catering teams we found that staff took pride in their work and were committed to offering young people a quality experience throughout their stay at the hostel. However these discussions highlighted the point made previously within this section of the report regarding culture and practice within the hostel and we were told by some staff that they did not feel part of the life of the hostel nor included in meaningful ways in identifying improvements. Some spoke of divisions between care and domestic/catering teams and that they felt their contribution was not recognised. It was clear to us that some members of this team, had not been properly inducted into their role and were not fully aware of how to fulfil their responsibilities. Other staff told us that management decisions were inconsistent at times and this added to their feelings of not being respected or valued. We discussed this feedback with the manager and external manager and asked that a consultation exercise be undertaken to ascertain the views of staff and how improvements can be made to existing practices and relationships.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 3 – adequate

Quality of management and leadership

Findings from the inspection

Upon review of this quality theme, we awarded a grade of adequate further to considering the broad findings of this inspection.

We found that visible management practices and delegated areas of responsibility within the staff group provided for a broad overview of the quality of provision for young people. A development plan, created following the last inspection had attempted to address key points, identified as areas for improvement. These included progress in relation to the use of sanctions to address young people's behaviours. Further to review, the service had adopted a more positive approach to implementing consequences. Young people told us that they were aware of the changes and had welcomed new approaches. We found that further work was required by the service, to ensure consistency in how all staff apply consequences. A further improvement related to young people's ability to more successfully access WiFi and this allowed them to keep in touch with family and friends and enjoy the same experience as other young people.

Another key improvement related to the manager's availability to carry out their management duties. At the last inspection, we asked the provider to ensure that the manager remained supernumerary to the staffing needs of the service. We were pleased to note that a much better balance had been achieved and this meant that there could be a renewed focus on raising standards.

Although we felt that there was some key strengths evidenced during this inspection, we concluded that there were a number of areas for improvement that required attention. These were:

- personal plans for young people were not in place. To address our concerns, we have made a requirement under quality theme 1 of this report. Personal plans for all young people should set out how the service will assess and support the health, welfare and safety needs of each young person. Although there is no prescribed content, plans should reflect young people's needs, contain clear strategies about how support needs will be met, detail those responsible, focus on outcomes expected, evidence the involvement of young people and contain review timescales. We also advised the service that staff will require guidance regarding the formulation of plans, to ensure that these meet with our requirement. We have discussed this with the manager, who was committed to resolving this issue in the near future.
- the service should consult with all staff about how a whole team approach to supporting young people can be achieved. It is important to recognise the contribution of each member of the team and to explore ways in which, current perceived views of divisions within staff groups, can be improved.
- we believed that those responsible for domestic and catering arrangements could be better supported into their role. We found that induction for some key staff had not allowed them to fully grasp all elements of their role and this led to inconsistency of management decisions. The service should therefore ensure that those staff receive further support to enable them to carry out their duties effectively and should agree clear lines of accountability.
- giving consideration to the identified areas for improvement contained within the report, the service should review existing quality assurance processes and ensure that these are robust and include clear monitoring of young people's plans and how these are being progressed. The service should also ensure that any identified discord within staff groups is thoroughly addressed in a way that allows the service to move forward with positive ways of working that benefit young people. We have made a recommendation regarding quality assurance processes. (see recommendation 1 under this quality theme).

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The service should implement effective quality assurance processes which amply address the areas for improvement highlighted throughout this report.

National Care Standards, School Care Accommodation Services, Standard 7 - Management and staffing.

Grade: 3 - adequate

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Enforcement

No enforcement action has been taken against this care service since the last inspection.

Inspection and grading history

Date	Type	Gradings	
28 Nov 2016	Unannounced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	Not assessed
14 Nov 2013	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
30 Jan 2013	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
30 Mar 2012	Unannounced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	3 - Adequate
11 Oct 2010	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	Not assessed
		Management and leadership	Not assessed
24 May 2010	Unannounced	Care and support	3 - Adequate
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
6 Nov 2009	Announced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate

Date	Type	Gradings	
18 Mar 2009		Care and support	3 - Adequate
		Environment	2 - Weak
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
10 Nov 2008	Announced	Care and support	3 - Adequate
		Environment	2 - Weak
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate

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