

## The Muirhead Outreach Project Support Service

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Saltire Centre  
Glenrothes  
KY6 2DA

Telephone: 01592 358713

Type of inspection: Unannounced  
Inspection completed on: 30 March 2018

**Service provided by:**  
The Muirhead Outreach Project Limited

**Service provider number:**  
SP2010011348

**Care service number:**  
CS2010279524

## About the service

The Muirhead Outreach Project is a support service working with children and their parents and carers in the Fife area. Its primary aim is to 'support vulnerable children, young people and their families through difficult, chaotic times with an aim of assisting them to remain at home, and to refer on to other professional agencies when necessary.'

The service operates seven days a week both in the community and from a base in Glenrothes, which has two communal rooms, a dining kitchen and a staff office. They also have a caravan in a local holiday park which is used by families for holidays and short breaks.

The service provider is The Muirhead Outreach Project Limited, a company limited by guarantee and registered Scottish charity. It is governed by a board of trustees. The service has two part-time managers, administrative staff and a team of paid and voluntary support workers. Staff provide a combination of group and individual work.

The service has been registered since January 2011.

## What people told us

We joined two of the service's regular weekly groups and spoke with eight children in total. Some of the young people had known each other for a number of years. All were very relaxed in each other's company. The older ones in particular clearly valued the opportunity to maintain long-standing relationships and do a range of activities indoors and out, or just to chat or eat together. They very much had a say on deciding how to spend their time. There was an obvious sense of belonging and trust between them. Their very positive relationships with staff were also important. The younger group enjoyed taking part in arts and crafts and various games. They also got on well with staff and were looking forward to the special Easter event arranged for the following week.

We also obtained the views of three parents by telephone. Their feedback was very positive and indicated a very high level of satisfaction with the service overall, with comments such as 'absolutely brilliant' and '110% happy'. They felt their children had benefitted from staff's involvement, for example with increased self-confidence. They had also enjoyed the family events. They rated staff very highly, saying they were 'very approachable', and 'always there for the kids (but for all the family)'. Two of them had been asked their views about the service. One said it would be helpful to have clubs operating more often or for longer times during holidays and weekends.

## Self assessment

We did not ask services to submit self-assessments this year.

## From this inspection we graded this service as:

Quality of care and support	4 - Good
Quality of environment	4 - Good
Quality of staffing	4 - Good
Quality of management and leadership	4 - Good

## Quality of care and support

### Findings from the inspection

Overall, the service's performance had important strengths and reached a good standard.

The service had played a role in the lives of a number of young people over several years. Despite staff changes, it had remained a constant for them. This had created a valuable sense of belonging. It represented a safe, predictable space where probably the most important aspect was warm, stable and trusting relationships and shared experiences, creating positive memories. This was the backdrop against which they could take part in a wide range of activities both indoors and out, including physical exercise. Some of these were exciting new experiences, some the kind of enjoyable routines and games that children like to do regularly. Staff planned these well and created opportunities for children to learn through play. Others fostered a sense of achievement in developing new skills. This contributed to a number increasing their self-confidence or being better able to regulate their behaviour. Staff also supported children through change and experience of loss or grief. Much of this was by working with them in small groups, though some also had individual staff support. The new manager had introduced relaxation sessions which young people appreciated as a way of increasing feelings of wellbeing and reducing stress. Young people continued to exercise a great deal of choice over how they spent their time with staff and took part in planning and organising activities.

Shared meals and snacks were important social occasions. Staff had recently reduced the amount of sweet and salty foods whilst ensuring children could still enjoy their food.

Staff also supported parents, sometimes by providing practical help or supporting them to attend health appointments for example. They had acted as advocates on occasion. The larger family events organised by staff were clearly very much enjoyed.

Whilst the service had identified the outcomes they wanted to achieve by means of group work, there had been no progress in developing and regularly reviewing personal plans for each individual child, which is a legal requirement. We offered the manager further advice about how this could be achieved in a proportionate way, but will need to repeat the requirement we included in the previous report. **(See Requirement 1)**

### Requirements

**Number of requirements:** 1

1. The provider must meet individual children's needs by:
  - (i) developing personal plans
  - (ii) ensuring that these plans are reviewed at the required intervals.

**This is in order to comply with SSI 2011/210 Regulation 5(1) and Regulation 5(2)(b)**

**Timescale for implementation: all plans should be completed by no later than the end of August 2018 and reviewed on an ongoing basis.**

### Recommendations

**Number of recommendations:** 0

**Grade:** 4 – good

## Quality of environment

### Findings from the inspection

The quality of the environment was good, demonstrating important strengths.

Whilst space was limited, the service made good use of the rooms available. Staff and children had been involved in repainting most of the communal spaces in the warm and lively or calming colours they had chosen. The kitchen continued to be an important hub for shared snacks and meals, promoting key social skills. Staff did regular checks to keep it safe for young people and hand-washing facilities had improved. Managers had also regularly reviewed risk assessments for any activities children were doing.

The caravan situated in a beautiful park on the Fife coast provided families with opportunities for short breaks and holidays free of charge. The service ensured it was safe and properly maintained and replaced essential items.

### Requirements

**Number of requirements:** 0

### Recommendations

**Number of recommendations:** 0

**Grade:** 4 – good

## Quality of staffing

### Findings from the inspection

The service reached a good performance with important strengths and there had been improvements since the previous inspection.

Relationships between staff, young people and their families continued to be positive and were a key strength of the service. This was reflected in the feedback we received from parents for example. Whilst some staff were still relatively new and turnover relatively high, we were struck by the warmth, good humour and familiarity we observed during our visits. These kind of trusting relationships are the foundation for promoting a sense of worth in young people and invaluable in bringing about positive outcomes and enhancing experiences.

We found that the provider had followed most aspects of best practice guidance on minimum checks to complete during the process of recruiting new staff. However, a written record should be made of any the reasons for any gaps in candidates' employment records. There was a basic induction, including opportunities for young people to become more familiar with them. Staff also took part in a range of relevant training. A new policy had established guidelines for the frequency of supervision, which managers were implementing. Staff meetings also provided a chance for staff to get together and contribute to improvements as well as keep up to date with changes and developments.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 0

Grade: 4 - good

## Quality of management and leadership

### Findings from the inspection

The service's performance reached a good standard and had important strengths. This represented an improvement since the previous inspection.

Managers and trustees had undertaken a process of self-evaluation and agreed a number of changes to their working model, key processes and the geographical area in which the service would operate. This had provided important opportunities for reflection and development of a shared understanding of the service's direction. However, they had still to develop a written improvement plan with actions and timescales, though managers had a detailed plan for one specific project. This should be the next step. **(See Recommendation 1)**

There had also been useful clarification on the respective roles and responsibilities of the two managers. If manager and trustees plan on reviewing the service's aims and objectives, this would be a good opportunity to ask people using the service for their views.

The appointment of the second manager had provided some increased capacity for development and improvement work and there was a clearer sense of momentum. For example, there was a new policy on staff supervision and staff were now having more regular, planned time with managers. The service was also submitting notifications of significant events to the Care Inspectorate in line with guidance.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 1

1. The provider should develop an improvement plan for the service with clear goals and timescales for the short, medium and longer-term.

**National Care Standards Support Services: Standard 2 - Management and Staffing Arrangements and Standard 8 - Making Choices**

Grade: 4 - good

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

### Previous requirements

#### Requirement 1

The provider must meet individual children's needs by:

- (i) developing personal plans
- (ii) ensuring that these plans are reviewed at the required intervals.

**This is in order to comply with SSI 2011/210 Regulation 5(1) and Regulation 5(2)(b)**

**Timescale for implementation:** all plans should be completed by no later than the end of August 2017 and reviewed on an ongoing basis.

**This requirement was made on 28 April 2017.**

#### Action taken on previous requirement

The service had not made any progress with this requirement, therefore we will repeat it in this report.

**Not met**

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

### Previous recommendations

#### Recommendation 1

The provider should safeguard children's welfare by ensuring that there is a clear process for recording and managing child protection concerns, including making referrals to the local authority.

**National Care Standards Support Services: Standard 10 - Feeling Safe and Secure**

**This recommendation was made on 28 April 2017.**

#### Action taken on previous recommendation

Managers had developed a flow chart for guiding staff to the appropriate action following child protection concerns coming to their attention. We suggested they also provide a specific recording form to ensure staff record the necessary information.

## Recommendation 2

The provider should complete the minimum safe recruitment checks prior to staff starting work in order to ensure children and young people have good quality, safe care.

**National Care Standards Support Services: Standard 2 - Management and Staffing Arrangements**

**This recommendation was made on 28 April 2017.**

### Action taken on previous recommendation

We checked records for two newer volunteers and found checks had been done for one who had already started working with children.

## Recommendation 3

The provider should establish a policy on the minimum frequency of planned supervision for staff.

**National Care Standards Support Services: Standard 2 - Management and Staffing Arrangements**

**This recommendation was made on 28 April 2017.**

### Action taken on previous recommendation

The service had agreed a policy on minimum frequency of supervision for the different types of staff.

## Recommendation 4

The provider should develop an improvement plan for the service with clear goals and timescales for the short, medium and longer-term.

**National Care Standards Support Services: Standard 2 - Management and Staffing Arrangements and Standard 8 - Making Choices**

**This recommendation was made on 28 April 2017.**

### Action taken on previous recommendation

Whilst the board of trustees and managers had gone through a process of self-evaluation and review, they had not yet developed an improvement plan for the service..

## Recommendation 5

The provider should ensure that managers submit notifications of significant events as outlined in the relevant guidance.

**National Care Standards: Standards 2 - Management and Staffing Arrangements.**

**This recommendation was made on 28 April 2017.**

### Action taken on previous recommendation

These had been submitted promptly by managers

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://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	
21 Feb 2017	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
17 Dec 2015	Announced (short notice)	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
21 Dec 2012	Announced (short notice)	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
27 Jan 2012	Announced (short notice)	Care and support	3 - Adequate
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	3 - Adequate



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