

Burnside Children's Unit Care Home Service

13 Davidson Road
Jamestown
Alexandria
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Telephone: 01389 753 910

Type of inspection: Unannounced
Inspection completed on: 20 March 2018

Service provided by:
West Dunbartonshire Council

Service provider number:
SP2003003383

Care service number:
CS2003001426

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.

Burnside Care Home for children and young people provides care and accommodation for up to six children and young people who are Looked After and Accommodated by West Dunbartonshire Council. At the time of this inspection, there were six young people living at the service.

The service is a terraced property located in Jamestown, Alexandria, within easy reach of main transport links. The property comprises a large lounge, kitchen and dining room on the ground floor. There is office space for staff. On the upper floor, there are individual bedrooms and bathing facilities. Outside space consists of a small front garden to the front and rear.

Service aims include a commitment to:

"Providing a safe, warm and supportive environment, respecting the needs and individuality of each young person. We will endeavour to deliver a high level of care and guidance with the child at the centre of any plan to create positive opportunities and achieve positive outcomes".

What people told us

During this inspection, we spoke with four young people who were happy to share their experiences of living at the service.

Young people spoke openly and warmly about their relationships with staff. All young people commented positively about the support they received, with some longer term residents referring to Burnside as "their home". Some young people talked about the difficulties that some of their peers had presented and how this impacted upon their feelings of safety and security. However, they were also keen to say that staff had supported this in a sensitive manner and that approaches used to minimise any fears, had been implemented. Some young people also recognised that changes in the staff group had meant that they needed to build new relationships. Although they commented that they had well developed relationships with others who had moved on and that aspects of living at Burnside were "not the same", they said that they were getting to know new staff and that they were "OK".

Young people talked about their interests, with some commenting that they had attended events which they had enjoyed and where they had met with people that they admire. They also spoke enthusiastically about how this experience had shaped their thoughts about the future, in terms of their aspirations.

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	5 - Very Good
Quality of environment	not assessed
Quality of staffing	not assessed
Quality of management and leadership	5 - Very Good

What the service does well

During this inspection, we considered the quality themes relating to Care and Support and Management and Leadership. Further to speaking with young people, staff and others who provide input to the service, we concluded that the service was operating to a very good standard across both quality themes.

Since the last inspection, there had been some significant changes within the staff group, both at management level and across the staff team. Whilst it was clear that outcomes for young people had remained very good, the departure of key figures had impacted upon some young people, who had well developed relationships with those who had worked at the service over many years. Similarly, staff had commented on the changes and described how these had created circumstances in which they were now learning to work alongside a newly formed management team. It was evident from discussions that staff were developing their awareness of the different leadership styles and how these may influence their practice. We also heard of staff shortages which had impacted over the past year and how challenging this had been to maintaining high standards of care and support for young people.

This being said, we found many positive outcomes for young people. When reviewing personal plans for young people, we found that very good assessment of young people's needs led to highly supportive, nurturing practices within the service. We believed that this practice continued to provide the basis for very good care and support for young people. Those living at the service were engaging well with staff, were attending education provision and had experienced employment, to support their future. Significant and supportive relationships with key workers, meant that some young people, thought to be at risk within the community, were strongly encouraged to spend more time in the service and records showed that the strength of these relationships, had made a difference to the experiences of young people. In one instance we found that a young person had committed to organising a meal for others, demonstrating their ability to plan, prepare and present a meal for all to enjoy. By showing young people that they could engage in purposeful activity, they learned that others enjoyed their company and respected their efforts to make positive choices. We also noted that very good work had been done with parents, to support their engagement in their child's plan. In meeting with young people and their parents, staff had promoted an improved understanding of strategies aimed at being safe in the community.

As part of the Scottish Government's review of residential child care across Scotland, some young people had taken part in the 1000 Voices campaign, a series of regional events aimed at hearing the views of care experienced young people. For those living at Burnside, this had encouraged a forthright invitation, by young people, to the First Minister, who was requested to spend time over lunch, at the service listening to young people. We were pleased to note that this had taken place and that young people involved had made the most of their opportunity to influence the review of care provision. The Pledge by the First Minister to listen to the views of young people, allowed them a platform to share their experiences and suggest how supports could improve. In recognition of young people's contribution, and to learn more about the role of the First Minister, young people received an invitation to join her at the Scottish Parliament. Due to taken place in March 2018, we were told that there was much excitement and enthusiasm about the visit. This opportunity for young people's voices to be heard and valued, provided much excitement and recognition for those involved.

Young people's health and wellbeing continued to be a priority for the service and we found that involvement of the LAAC Nurse, helped to secure treatment for young people to prevent ill-health, where appropriate. We also noted that the service had introduced materials to support young people to manage their stress and anxieties and promote an improved mental and physical wellbeing. As a new initiative, we will review the benefits to young people at the next inspection.

For those who had arrived at the service more recently, we found that they had adopted more positive routines, with regular school attendance and fewer instances of disruptive behaviours. By being in a more settled environment, with closer connections to family, those young people seemed happier and more relaxed. For others, we noted that a successful return home had been possible further to extensive support given by staff, to the family.

On those occasions where young people had significantly impacted upon the ability of the service to maintain their placement, the provider had sought alternative supports. We found however, that during a short period, leading up to the end of 2017, that the service had offered those young people positive experiences to remember and in developing relationships with staff, this had helped them to understand their strengths and abilities. In line with the strong ethos of corporate parenting, that exists within the service, staff had remained in touch with those young people, further to their transition on to other services.

Given the changes experienced by young people and staff, we concluded that this was a resilient group of young people, who were supported and cared for by an equally resilient team of staff. We found that as a means of supporting the continued focus on improvement within the service, the team met regularly, there was a reflective focus during staff supervision and the new manager joined colleagues weekly, at a management forum with their peers, to share experiences and build upon the existing effective ways of working. The manager commented that this support was invaluable and that they appreciated the opportunity to discuss ongoing developments.

What the service could do better

Although we considered that the service had made good progress with the personal plans used to involve and support young people, we felt that these required additional work to ensure that quality inputs were clearly documented. We discussed this with the manager and a member of the staff team, who will address this over the coming months. We will review progress at the next inspection.

We spoke with the advocacy service linked to Burnside and found that in more recent months, there had been an increase in their level of involvement with young people. We were encouraging of this development and discussed our view that the service should explore creative ways in which this worker may become more involved.

The new manager had been in post for a number of months and was in the process of creating a service development plan, with involvement of members of the staff team. As there was as yet no formal analysis of the previous plan, we advised of the importance of prioritising outcomes which lead to improvement. We were assured that this work was underway and will review progress at the next inspection.

During our visit, we met with staff who expressed their views about the changes in the service over the past year. It was clear that they were developing their understanding of the approaches of the new management team. It was also clear that this approach differed from how they had previously worked. We felt that it was important for the manager to delegate responsibilities throughout the team, in order to promote their sense of inclusion in decisions and encourage leadership at all levels. We discussed this with the manager and external manager at inspection feedback, who agreed that this would support the development of the service.

Additionally, we felt that it was important for the manager to receive structured support from senior managers in order to develop within the expectations of the role. Whilst the manager had commented that they felt supported by external management, we felt that it was important during the early stages of their development, to ensure that they were meeting identified milestones, for example, by working through the manager induction programme and by having clear objectives outlined during supervision. In response to our comments, we heard of the intention to involve the manager, alongside colleagues, in wider authority leadership development opportunities. We welcomed this as a means of progressing the skills and knowledge of the manager and their team.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Complaints

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

Inspection and grading history

Date	Type	Gradings	
23 Dec 2016	Unannounced	Care and support	6 - Excellent
		Environment	Not assessed
		Staffing	6 - Excellent
		Management and leadership	Not assessed
22 Dec 2015	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	4 - Good
2 Dec 2014	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
27 Feb 2014	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
16 Jan 2013	Unannounced	Care and support	6 - Excellent
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
20 Dec 2010	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	Not assessed
30 Aug 2010	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	Not assessed
		Management and leadership	Not assessed

Date	Type	Gradings	
24 Feb 2010	Announced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	Not assessed
29 Sep 2009	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	4 - Good
		Management and leadership	4 - Good
24 Mar 2009	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	4 - Good
		Management and leadership	4 - Good
10 Sep 2008	Announced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good

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