

# Living Ambitions Limited, Glasgow North and West Housing Support Service

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**Type of inspection:**

Unannounced

**Completed on:**

23 October 2018

**Service provided by:**

Living Ambitions Ltd

**Service provider number:**

SP2003000276

**Service no:**

CS2004073768

## 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](http://www.careinspectorate.com)

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

Living Ambitions Limited, Glasgow North and West is registered to provide a housing support and care at home service to people with learning disabilities and physical disabilities. Living Ambitions is part of the Lifeways Group. The service aims to provide "positive, innovative support based on individual needs."

The service assists people with a range of needs to live independently and safely in their own home. Supporting people to access the social, leisure, education, training, voluntary work and employment opportunities and activities open to all members of the community.

The service comprises senior service managers, service managers, senior support workers and support workers.

At this inspection, we visited people in their homes in the East Dunbartonshire area and in parts of the west of Glasgow.

## What people told us

The people we met with were complimentary about their experiences of the service. People told us staff were very friendly and caring and provided examples of how the service enabled them to have a very good quality of life, living where and as they wanted. They told us the service was very reliable and responded to their needs.

It was evident the support provided was highly valued by people using the service. People experiencing care said:

"I am happy with the support my care workers provide for me."

## Self assessment

The service had not been asked to complete a self assessment in advance of the inspection. We looked at the service's improvement plan and quality assurance documentation. These demonstrated the service's priorities for development and how they monitored the quality of provision within the service.

## From this inspection we graded this service as:

Quality of care and support	3 - Adequate
Quality of staffing	3 - Adequate
Quality of management and leadership	3 - Adequate

## Quality of care and support

### Findings from the inspection

People should experience high quality care and support that is right for them and be fully involved in all decisions. We received positive feedback from people experiencing care about living in their homes and how staff treated them. People told us they were supported by staff who cared for them. We observed positive interactions between staff and people and this created a relaxed atmosphere within the homes we visited.

We found that people experiencing care were supported by staff to do things that were important to them. These included doing shopping and household chores and getting out and about doing things that they enjoyed. It is important that people can be active in their community and the service was very good at supporting this. We felt that people were respected and their wishes and preferences were used to shape how they were supported.

It is important that people experiencing care are fully involved in developing their personal plans, which identify their personal goals and needs. People should be confident that their personal plan is regularly reviewed to highlight any changes in their support needs. We acknowledged that the provider planned to develop personal plans to a more outcome-focused format and had made use of best practice guidance for this purpose. We examined some personal plans in this format, but found some gaps in information and lack of detail on how to support people. Whilst the care documentation was generally well completed, the recording needed to be more person-centred and outcome-focused. The management acknowledged that the implementation and evaluation of the new personal plan format was a work in progress.

Medication is very important for many people experiencing care. When people require support with this, any treatment or intervention that they experience should be safe and effective. When we examined some of the service's medication processes we had a number of concerns. These included gaps in the knowledge and competency levels of some of the staff team around the way some medicine was best given, and protocols around "as required" medications. We were concerned that these issues presented a potential risk of poor outcomes for people and we have made a requirement about the improvement of medication management. (See requirement 1) We suggested that staff receive training in the form of the appropriate unit at SVQ Level 3, or in the PDA Health and Social Care: Administration of Medication. These qualifications are recognised as best practice and provide knowledge and skills to those who administer medicine.

We made a recommendation at the previous inspection that support staff should receive training in support planning and the use of health assessment tools to ensure people's needs are being met. We found that further development work was needed in this area. (See recommendation 1)

## Requirements

### Number of requirements: 1

1. The provider must ensure that any treatment or intervention people experience is safe and effective, and make sure all staff have appropriate training and ongoing competency assessments in administration of medication and medication recording, to ensure that safe medication practices are adopted and maintained. The provider must evaluate the impact of the training received to demonstrate that training has been effective in improving practice.

This ensures care and support is consistent with the Health and Social Care Standards, which state:

"Any treatment or intervention that I experience is safe and effective." (HSCS 1.24)

"I experience high quality care and support based on relevant evidence, guidance and best practice." (HSCS 4.11)

It also complies with Regulation 4(1)(a), 15(a) and 15(b) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

Timescale for meeting this requirement: by 31 March 2019.

## Recommendations

### Number of recommendations: 1

1. Support staff should receive training in support planning and the use of health assessment tools to ensure people's needs are being met.

This ensures care and support is consistent with the Health and Social Care Standards, which state:

"I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes." (HSCS 3.14).

**Grade:** 3 - adequate

## Quality of staffing

### Findings from the inspection

People experiencing care should be confident that the people who support and care for them have been appropriately and safely recruited.

We found that staff were recruited in a way which was informed by safer recruitment guidance and the process was well-organised and documented. We saw that an audit process had been introduced to ensure that procedures were followed consistently. This enabled people to benefit from safer recruitment principles being used.

People experiencing care should have confidence in people because they are trained, competent and skilled, able to reflect on their practice and follow their professional and organisational codes.

We noted that the induction process had been developed to ensure that staff did not start work before they had sufficient knowledge and skills. We saw that there was a plan as to what was included in induction and there was sufficient time to ensure that staff understood all the information and what was expected of them. We heard from staff that shadowing was part of the process and there was ongoing discussion to ensure staff were clear about their roles and responsibilities.

We saw evidence that the service showed commitment to ensuring staff receive training appropriate to the needs of the people experiencing. Staff supervision had taken place and staff told us they found supervision beneficial and positive. They discussed practice issues, training needs and personal development. This ensured that staff used methods that reflected up-to-date knowledge and best practice guidance.

During the inspection, we checked the registration of the staff team with the Scottish Social Services Council (SSSC). The SSSC is responsible for registering people who work in social services and regulating their education and training. This helps to raise standards of practice, strengthen and support the workforce and increase the protection of people who use services.

We found that two service managers and two workers in a supervisory role were not registered with the SSSC, although required to do so. This presented a potential risk of poor outcomes for people experiencing care as they could not be confident that a trusted, skilled and confident workforce was providing services. (See requirement 1)

At the previous inspection, we made a recommendation that a coherent staff training and development plan be implemented to include autism and promoting positive behaviour training to meet the needs of people who use the service. We found that some staff had received training in this regard, but this had not yet been received by the whole staff team. We acknowledged that the process is continuing. The recommendation has been repeated. (See recommendation 1)

We also recommended, at the last inspection, that service managers and supervisors should receive training and induction relative to their role including supervision training. We found that some staff had received training in this regard, but this had not yet been received by all the management team. The recommendation has been repeated. (See recommendation 2)

## Requirements

### Number of requirements: 1

1. To enable people experiencing care to have confidence in people because they are trained, competent and skilled, able to reflect on their practice and follow their professional and organisational codes, the provider must ensure that all staff employed in the provision of care are fit to carry out the role they are to perform. In particular, this includes ensuring that those social service workers required to register with the Scottish Social Services Council (or other professional regulatory body) to carry out the role they are to perform, are so registered.

This ensures care and support is consistent with the Health and Social Care Standards, which state:

"I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes." (HSCS 3.14)

It also complies with Regulations 4(1)(a), 9(1) and 9(2)(b) and (c) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) and Regulations 3(2) and 5 of the Registration of Social Workers and Social Service Workers in Care Services (Scotland) Regulations 2013 (SSI 2013/227).

Timescale for meeting this requirement: by 31 January 2019.

## Recommendations

### Number of recommendations: 2

1. The manager should develop a coherent staff training and development plan which includes autism and promoting positive behaviour training to meet the needs of people who use the service.

This ensures care and support is consistent with the Health and Social Care Standards, which state:

"I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes." (HSCS 3.14)

2. Junior managers and supervisors should receive training and induction relative to their role including supervision training.

This ensures care and support is consistent with the Health and Social Care Standards, which state:

"I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes." (HSCS 3.14)

**Grade:** 3 - adequate

## Quality of management and leadership

### Findings from the inspection

People who experience care should expect that the service is managed and led well and that there are systems in place to regularly check the quality of the service and improve it. We found that some of the leadership at the service was positive and those managers led by example. They were visible role models, enthusiastic about what they did and were well-known to people experiencing care. They sought to achieve the best possible outcomes for people experiencing care and this was shaped by people's views and needs.

During the inspection, we asked the service to consider the promotion of leadership roles, or champions, throughout the staff team. This could enable staff to feel empowered to help identify solutions for the benefit of people experiencing care and make decisions consistent with their roles.

People should benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes. Quality assurance and monitoring systems had been developed and the performance of the service was being monitored. We noted that there was a commitment to the maintenance and improvement of standards and ongoing development.

We found that quality assurance processes and associated monitoring of service performance had been ineffective in significant areas. For instance, the service had not been carrying out regular checks to ensure that staff were registered with the SSSC, and staff practice was not regularly observed to ensure that the needs of people experiencing care were met. Quality assurance approaches need to be improved to be robust and make people accountable, and enable the manager to identify any issues with service provision and address them promptly. (See recommendation 1)

We felt that the service would benefit from support with improvement activities to take forward changes that were needed. We signposted the management team to resources and possible improvement models that they could consider in taking forward improvement work.

During the inspection, we looked at how people's finances were managed and found systems in place for this, albeit they were outdated and protracted. We noted that the provider was working with social work colleagues to improve in this area due to concerns around financial systems at an organisational level. We asked the service to include a review of the arrangements for how people are supported with their finances, and that this should be detailed within specific financial care plans.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 1

1. The service should ensure that information is gathered from quality assurance processes and that this is used, as part of an improvement plan, to improve practice.

This ensures care and support is consistent with the Health and Social Care Standards, which state:

"I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes." (HSCS 4.19)

**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

#### Recommendation 1

Support staff should receive training in support planning and the use of health assessment tools to ensure people's needs are being met. National Care Standards Care at Home, Standard 4: Management and staffing.

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

#### Action taken on previous recommendation

This recommendation is repeated and has been amended to match the Health and Social Care Standards.

#### Recommendation 2

The manager should develop a coherent staff training and development plan which includes autism and promoting positive behaviour training to meet the needs of people who use the service. National Care Standards Care at Home, Standard 4: Management and staffing.

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

#### Action taken on previous recommendation

This recommendation is repeated and has been amended to match the Health and Social Care Standards.

#### Recommendation 3

Junior managers and supervisors should receive training and induction relative to their role including supervision training. This will equip them to offer staff a better level of support. National Care Standards Care at Home, Standard 4: Management and staffing.

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

#### Action taken on previous recommendation

This recommendation is repeated and has been amended to match the Health and Social Care Standards.

### 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
9 Oct 2017	Unannounced	Care and support 4 - Good Environment Not assessed Staffing 4 - Good Management and leadership 4 - Good
9 Nov 2016	Unannounced	Care and support 4 - Good Environment Not assessed Staffing Not assessed Management and leadership 4 - Good
30 Nov 2015	Announced (short notice)	Care and support 4 - Good Environment Not assessed Staffing 4 - Good Management and leadership 4 - Good
3 Nov 2014	Announced (short notice)	Care and support 3 - Adequate Environment Not assessed Staffing 4 - Good Management and leadership 3 - Adequate
19 Nov 2013	Announced (short notice)	Care and support 4 - Good Environment Not assessed Staffing 4 - Good Management and leadership 4 - Good
7 Dec 2012	Announced (short notice)	Care and support 5 - Very good Environment Not assessed Staffing 5 - Very good Management and leadership 5 - Very good

Date	Type	Gradings	
20 Oct 2010	Announced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	Not assessed
18 Mar 2010	Announced	Care and support	6 - Excellent
		Environment	Not assessed
		Staffing	5 - Very good
		Management and leadership	Not assessed
26 Feb 2009	Announced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	5 - Very good
		Management and leadership	5 - Very good

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