

## Millview Cottage Care Home Service

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**Type of inspection:**  
Unannounced

**Completed on:**  
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**Service provided by:**  
Dundee City Council

**Service provider number:**  
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**Service no:**  
CS2003000496

## About the service

Millview Cottage is a care home service for up to five children and young people between 10 and 16 on admission. It is provided by Dundee City Council, which operates four other care homes for children and young people.

The premises consist of a modern, single-storey building situated less than three miles from the centre of Dundee. All young people have a single room with en-suite facilities and use of a lounge, dining kitchen, activity room, meeting room and family room. The home has a garden and outdoor sports area.

The stated aim of the unit is to provide a 'safe, supportive environment where each child and young person can be encouraged to reach his/her full potential.'

The service was registered on 1 April 2002.

## What people told us

We spoke with two young people during our visits. Most of the comments they made about their experience at Millview were positive. For example they said that they liked staff, who were good and cared about them, encouraging them to go to school (though this could be annoying at times!) and the food was okay. One wanted some changes to their bedroom. Sometimes life at Millview was made more difficult by the behaviour of some young people and group dynamics.

## Self assessment

We did not ask providers to submit self assessments this year.

## From this inspection we graded this service as:

Quality of care and support	4 - Good
Quality of environment	not assessed
Quality of staffing	4 - Good
Quality of management and leadership	not assessed

## What the service does well

The service's performance had a number of important strengths in both quality themes which, taken together, clearly outweighed areas for improvement. These had a positive impact on young people's experiences and outcomes. However improvements are required, particularly to a number of key processes, to maximise wellbeing and ensure greater consistency for all young people at Millview.

Young people were in good physical health and they all had regular primary care, including eye and dental checks and vaccinations. Staff also managed young people's medication safely to promote their health and wellbeing, with only minor adjustments needed. Specific examples of progress included significant improvements in sleep patterns and in dietary health for some young people. These had required good quality support and persistence on the part of staff. Some took part in regular physical activity, for example riding their bikes. Longer-standing relationships with young people were nurturing and affectionate. These had contributed for example to them making strides in terms of their self-regulation (with a significant reduction in incidents and the use of physical restraint over time). Some young people who had left continued to have the benefit of supportive and positive relationships with staff.

We were satisfied that child protection policies and practices contributed to them being protected from harm and there was clear evidence that managers took their responsibilities in this area very seriously, to good effect. This approach extended to close partnership work with the police to respond to young people absenting themselves from the home or being missing.

Some young people had made real strides in improving their school attendance, with one having consistently outstanding attendance levels. There was also an example of some very good partnership work with a school, leading to greater access to education and a potential for improving learning and attainment. Links between the service and education were improving and in this respect the support provided by educational psychologists had been very valuable and should continue to bear fruit as their role develops.

Young people had opportunities to express their views about their plans and the service in general. Some were also members of the local authority 'Champions Board' and their feedback had been listened to and acted on.

Recruitment and selection records showed that the Council had implemented most best practice guidance to ensure only suitable staff worked with young people. There had also been opportunities for young people to help devise questions for candidates to answer. All staff who needed to register with the Scottish Social Services Council (SSSC) had done so. Staff had taken part in relevant learning events and online training. Overall there had been improvements in the frequency of supervision, which meant that most had had regular, good quality supervision, providing opportunities to reflect on their work and identify learning and development needs. They also had regular team meetings and told us they could express their views and contribute to discussions. They were actively encouraged to take part in evaluating the service's performance and to influence future development and improvement. Despite issues with morale, many staff were enthusiastic and motivated to making a difference to young people's lives. We heard some very good examples of how they had grasped opportunities to build positive relationships with young people.

## What the service could do better

Despite a number of previous discussions and signposting to the relevant Care Inspectorate guidance, managers could not provide clear and convincing evidence of how they arrived at decisions about staffing levels that allowed the service to consistently meet all young people's identified needs and reach their full potential. We acknowledge that senior managers are actively looking at staffing and deployment issues across all the Council's care home services for children and young people. Nevertheless there is a need to develop a proportionate, workable system for managers that demonstrates links between day-to-day staffing in individual homes and young people's plans. **(See Recommendation 1)**

The system for assessment planning and review needed further development and streamlining. In some instances staff were using a number of different formats, making it very difficult to identify what the current young person's plan was, and what the agreed outcomes and actions were for moving forward. Staff also needed further support to allow them to develop better quality, outcome-focused, SMART plans. In order that the service can move forward with this key improvement, we would suggest that managers and senior staff maintain much closer oversight of each young person's plan at least in the initial stages. **(See Recommendation 2)**

Staff need to ensure that they provide legible records of young people's meetings to ensure everyone knows what has been discussed and agreed.

We suggested that the service's 'clear expectations' policy be reviewed to more accurately reflect current practices in the home.

In a small number of instances the quality of recording of supervision sessions fell below an acceptable standard, meaning that some staff did not have access to a clear and accurate record of discussions and agreed actions. The SSSC's code of practice for employers also says that they should provide effective, regular supervision to social service workers. Sessional staff at Millview had not had these opportunities since the previous inspection. **(See Recommendation 3)**

Feedback from staff indicated there was a lack of consensus about how best to meet some aspects of young people's needs, particularly in relation to promoting positive behaviour and self-regulation. This had created some divisions in the team and affected morale, descriptions of which varied widely amongst the team. Under the leadership of managers and senior staff, these challenges need to be addressed constructively so that the team can move forward with a clearer sense of direction and ensure consistently positive outcomes for young people.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 3

1. In order to meet young people's needs, the provider should regularly review (and document) assessments of staffing levels and deployment over a 24-hour period and implement these accordingly.

**This is to ensure that care and support is consistent with the Health and Social Care Standards, which state that as a young person; 'My needs are met by the right number of people'. (HSCS 3.15)**

2. In order to meet the full range of children's needs the provider should implement a coherent system for planning and review.

**This is to ensure that care and support is consistent with the Health and Social Care Standards, which state that as a young person; 'My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices'. (HSCS 1.15)**

3. In order to support staff to develop and improve, the provide should ensure that:

- (i) they receive prompt and accurate records of supervision
- (ii) sessional staff have regular opportunities for supervision.

**This is to that ensure care and support is consistent with the Health and Social Care Standards, which state that as a young person; 'I have confidence in people because they are trained, competent and skilled and are able to reflect on their practice and follow their professional and organisational codes.' (HSCS 3.14)**

## 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).

## Inspection and grading history

Date	Type	Gradings
26 Oct 2017	Unannounced	Care and support 4 - Good Environment 5 - Very good Staffing 4 - Good Management and leadership 4 - Good
12 Dec 2016	Unannounced	Care and support 3 - Adequate Environment Not assessed Staffing Not assessed Management and leadership 4 - Good
8 Feb 2016	Unannounced	Care and support 4 - Good Environment 5 - Very good Staffing 4 - Good Management and leadership 4 - Good
16 Mar 2015	Unannounced	Care and support 4 - Good Environment 5 - Very good Staffing 4 - Good Management and leadership 4 - Good
21 Jan 2014	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 4 - Good Management and leadership 5 - Very good
28 Feb 2013	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 4 - Good
7 Dec 2010	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing Not assessed Management and leadership Not assessed

Date	Type	Gradings	
11 Aug 2010	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	Not assessed
		Management and leadership	Not assessed
18 Mar 2010	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	5 - Very good
		Management and leadership	Not assessed
30 Jun 2009	Announced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
26 Jan 2009	Unannounced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	4 - Good
3 Jul 2008	Announced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	5 - Very good
		Management and leadership	4 - Good

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