

Chaplet Avenue Children's Unit Care Home Service

81 Chaplet Avenue
Knightswood
Glasgow
G13 3XW

Telephone: 0141 276 4099

Type of inspection:

Unannounced

Completed on:

14 December 2018

Service provided by:

Glasgow City Council

Service provider number:

SP2003003390

Service no:

CS2009194973

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.

Chaplet Avenue Children's Unit is registered as a Care Home for Children and Young People. The service is managed by Glasgow City Council and it provides care and accommodation for children and young people who are Looked After and Accommodated by the local authority. The service can accommodate up to eight children and young people and at the time of this inspection, the service was at full capacity.

The property is a double storey house, located in the Knightswood area of the city. The house comprises two lounges, a dining/kitchen, separate laundry room and bedrooms and bathrooms on both the ground and upper floors. There is separate office space for staff. Outside space offers an enclosed garden to the rear, laid to lawn and planted with shrubs.

What people told us

We spoke with young people during the inspection visits and spent time in the company of them alongside staff. Those young people who chose to speak with us, commented that they had good relationships with staff and that they "listen to what we are saying" and "try to help us when we need it". Most young people stated that they liked living at the service, although some expressed that at times, other young people can cause disruption and "that can be annoying".

Young people whose use of the English language was more limited, were able to answer our questions about the quality of their care and support. They were able to confirm that they felt well cared for and that staff were always available when they needed support.

It was clear from our observations of interactions between young people and staff, that young people sought the company of staff, while relaxing in the lounge, watching TV or getting ready to go out on an activity.

We received six completed questionnaires to help inform the inspection process. All of those who responded, were aware that they had a care plan and that they could contribute to what went into it and similarly, those who commented, stated that staff were respectful and that they are treated fairly. One young person expressed frustration at the lack of internet access.

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	4 - Good
Quality of management and leadership	4 - Good

Quality of care and support

Findings from the inspection

During this inspection, we considered the quality theme relating to Care and Support. Further to speaking with young people, staff and other key stakeholders, we awarded a grade of very good, for this theme. We also reviewed written records to help inform the inspection process.

We found that almost all young people, at the time of this inspection, were involved in some form of education, suited to their needs. For those young people, levels of attendance were very good and positive links with the local secondary school, proved invaluable in maximising learning opportunities. Young people had developed friendships with peers outwith the service and this promoted further positive experiences within their local community.

Further evidence of very good partnership working, in support of promoting positive outcomes for young people, was shown through the involvement of health services, where detailed assessment identified some young people as having sensory processing difficulties. The service demonstrated clear links between assessment and personal planning, with evidence of appropriate interventions, aimed at improving young people's ability to become more responsive to requests. For one young person, the service had implemented a step by step approach to supporting personal care tasks and had adapted elements of the environment, to improve the experience for the young person. We considered that further practices, such as, story telling, to assist with healthy sleep patterns and activity planners promoting increased physical exercise, also provided strong evidence of proactive interventions. Outcomes for young people were improving through the use of such strategies and positive relationships with staff, offered additional reassurance of their progress.

The service provided an enabling environment in which young people could safely and routinely express their needs and wishes. The quality of relationships between young people and staff was generally a strength of the service and we found that respectful and well thought out approaches, tailored to suit individual circumstances, provided the key means of promoting better outcomes for young people. This was most evident where young people were able to participate in aspects of their personal plan. For example, successfully participating in a camping holiday, where previously this may not have been possible, attending swimming lessons, sustaining family contact or taking part in group activity aimed at sharing time and space with others, to assist in the development of improved social skills and respectful relationships.

We found that for other young people who were leading more independent lifestyles, spending time away from the service and attending college, both as part of their care plan, the service continued to provide emotional support, to enable them to make personal choices about how they wished to be supported. For example, where

young people had aspirations to succeed in their chosen field of study, key staff within the service, were instrumental in helping those young people to maintain good health and wellbeing, in order to progress with their studies. We found that the strength of key relationships, helped to secure the involvement of relevant services, when required and involvement of social work staff, contributed to on going planning for the future.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 5 - very good

Quality of environment

This quality theme was not assessed.

Quality of staffing

Findings from the inspection

During this inspection, we considered ways in which the quality of Staffing, had influenced outcomes for young people. We also reviewed written information to help inform the inspection process.

During the summer of 2018, there was a critical incident which occurred at the service. In June, for a period of one week, the majority of staff assigned to the service, felt compelled to take action which they believed was necessary to protect the safety of young people, as well as their own personal safety, by invoking the provider's policy relating to violence in the work place. We will discuss the management response to this critical incident further under the quality theme for Management and Leadership.

As part of our assessment of the overall performance of the service, we considered the impact of such a critical incident, particularly as it related to outcomes for young people. We found that young people continued to receive the necessary supports to facilitate their care plans. We also reviewed achievements, as they related to young people, throughout this inspecting year.

Examples of sensitive and careful practice, were evident when supporting children and young people, whose needs were very diverse, due to age and life experience. For younger children, staff required to teach basic understanding, relating to respect and trust, while identifying the correct interventions to promote healthy relationships and social skills. Teaching children the skills of negotiation and cooperation, were essential to their ability to deal with the competing demands of school, friendships and daily group living. We found that staff were considered in their practice and this allowed them to gauge the benefits of specific interventions and to evaluate their effectiveness and make changes where necessary. By creating the circumstances to allow children to feel better about themselves, they were more able to experience a sense of belonging and safety.

During our inspection visits, we spoke with seven members of staff, including two senior staff. We found that the months leading up to inspection, had for some staff, been the most challenging of their career and it was clear that this incident had impacted upon them significantly. However, we also found that the strength based approaches, used to support young people, continued to provide the focus for everyday practice and at the time of this inspection, morale within the team was better, with a strong sense that staff were looking to the future and were very much focused on supporting young people to achieve positive outcomes.

In order to assess this quality theme, we considered how the mechanisms to support best practice, had been implemented, both prior to and since, staff took such action. We found that staff had opportunities to meet as a team, throughout this inspecting year and that minutes of team meetings offered insight into how the service supported young people. Minutes also provided some evidence to demonstrate that members of the team were concerned about the behavioural presentation of some young people. We did however, feel that minutes could have better represented such views and it would be helpful in future, to evidence discussion more clearly. This will provide a useful review document and accurate reflection of discussion and decisions.

Whilst we acknowledged that there had been aspects of training for some staff during the course of the year, we felt that it would be helpful to remind staff of the range of prior training, in areas such as promoting positive behaviour, trauma informed care and other elements of child development, which formed part of their formal training as registered social service workers. We suggested that through formal supervision and regular staff meetings, that it may be helpful to reflect upon and revisit the principles of best practice, in order for staff to remain self aware and confident in their abilities. While reviewing some supervision records, we found that improved recording of reflective discussion to support open dialogue, would provide further assurance of supports for staff. We have made a recommendation that the service provides regular supervision for all relevant staff, in line with the provider's policy and that in each instance, reflective discussion forms part of the overall supports for staff (see recommendation 1).

We also advised that further training in specific conditions affecting young people would be helpful in assisting staff to recognise and respond to the needs of young people, for whom atypical behaviours may influence those young people and others experiencing group living.

Further to several meetings, between staff and managers, it was evident that staffing arrangements continued to play a key role in promoting the wellbeing and safety of young people and staff. Whilst we recognise the need for stability in terms of the number of staff on shift at any one time, we also reflected to the service, the importance of ensuring the correct skill mix of staff on duty. We advised of the need to clearly evidence ways in which the assessment of staffing arrangements will support the identified needs of young people living at the service. We will review this evidence at the next inspection.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The provider should ensure that all relevant staff receive regular supervision, in line with the provider's policy. Each staff member should have the opportunity and be encouraged to participate in reflective dialogue, regarding their practice and supports for young people.

This is to ensure that the care and support of young people is consistent with the Health and Social Care Standards that 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".

Grade: 4 - good

Quality of management and leadership

Findings from the inspection

During this inspection, we considered the quality theme relating to Management and Leadership. Further to speaking with young people, staff and other key stakeholders, we awarded a grade of good for this theme. We also reviewed written records, to inform the inspection process.

Earlier in this inspecting year, we were informed by the provider, of a critical incident which impacted daily operations at the service. The provider notified us immediately of the decision, taken by almost all of the staff team, that they were refusing to work at the service. Those involved, had cited the behavioural presentation of some young people, as the reason for their action. For a period of one week, young people living at the service, were supported by a combination of staff from other residential children's houses across the city. The manager of the service and some of their senior staff, who were in attendance at work, also provided day to day care and support for young people, during this time. We carried out a visit to the service in the days following the notification, in order to satisfy ourselves about the care and support arrangements for young people. We were satisfied with contingency arrangements and a subsequent formal internal review by the provider, further assured us of the ability of the service to meet the needs of each young person's care plan. We believed that the provider had acted swiftly in response to the situation and had made adequate arrangements to ensure the safety and wellbeing of young people in their care.

Further review, at the time of this inspection, confirmed that there was a willingness on the part of staff and the provider, to secure a balanced perspective about how the service would resume familiar practices. We found that external management overview, had fully supported the need to reflect and encourage opportunities for open dialogue and trusting relationships, in order to develop an improved understanding of how systems and structures might work better in future. We believed it was important to create clear expectation of individual and team accountability and afford all staff the chance to express concerns at an early stage, as well as sharing views, which support the experiences and outcomes for young people.

In relation to the management of the service, we believed that there was a range of skills and knowledge which impacted positively on the work of the service and while some members of the management team were arguably still in the early stages of their role, we suggested that the service considers ways in which to optimise the experience and approach of those in leadership roles. We were made aware of the development of an induction programme for senior staff and found this to be helpful in identifying the specifics of the role.

Development planning had continued to be informed by young people's experiences and we found good evidence of progress in respect of key objectives. The focus on healthy living had been supported through improved food choices, gym membership and swimming lessons for young people. Outdoor holidays also complemented a positive approach to promoting wellbeing. To further explore opportunities for improvement, we noted that the manager was involved in peer networking and had spent time with other providers, to learn

more about alternative ways of working and to inform care practice approaches within the service. Proactive strategies such as these and several others, including a commitment to implement recognised care strategies which optimise staff resilience and ability to practice with compassion, demonstrated the keen commitment of the service to improve outcomes for young people.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 4 - good

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
16 Feb 2018	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good Not assessed 5 - Very good Not assessed
16 Mar 2017	Unannounced	Care and support Environment Staffing Management and leadership
		4 - Good Not assessed 4 - Good Not assessed
28 Dec 2015	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 5 - Very good 5 - Very good 5 - Very good
19 Nov 2014	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 5 - Very good 5 - Very good 5 - Very good
22 Nov 2013	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 5 - Very good 5 - Very good 5 - Very good
21 Feb 2013	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 5 - Very good 5 - Very good 5 - Very good
30 Mar 2012	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good Not assessed Not assessed 5 - Very good

Date	Type	Gradings	
1 Nov 2010	Announced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	Not assessed
10 May 2010	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good

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