

Children and Young Peoples Residential Services (Stura) Care Home Service

SHETLAND

Type of inspection:
Unannounced

Completed on:
20 September 2023

Service provided by:
Shetland Islands Council

Service provider number:
SP2003002063

Service no:
CS2021000139

About the service

Stura is a residential service for children and young people situated in Tingwall, approximately seven miles from Lerwick, Shetland. It forms part of the children and young people's residential houses provided by Shetland Island Council.

It is located within a residential area with a school nearby and wide-open spaces to play and explore. Young people all have their own en suite bedroom with ample communal areas throughout the building, and a large well-kept garden.

Children and Young Peoples Residential services state their aim 'to provide a safe and nurturing environment, valuing the individuality of children and young people and supporting them in reaching their potential'.

About the inspection

This was an unannounced inspection which took place on Sunday 17 September 2023 and Monday 18 September 2023. The inspection was carried out by one inspector from the Care Inspectorate.

To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- spoke with young people using the service and their family
- spoke with staff and management
- observed practice and daily life
- reviewed documents
- received questionnaire responses from young people, staff and external professionals.

Key messages

- Staff worked hard to build and maintain meaningful, respectful and trusting relationships with young people.
- There was a positive culture amongst a cohesive team who recognised each others' strengths.
- Auditing and managerial overview needed to improve to ensure continuous robust evaluation of outcomes and experiences.

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support children and young people's rights and wellbeing?	4 - Good
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Further details on the particular areas inspected are provided at the end of this report.

How well do we support children and young people's rights and wellbeing?

4 - Good

We made an overall evaluation of good for this key question, as there were a number of important strengths, which taken together clearly outweighed areas for improvement. Whilst some improvements were needed, the strengths identified had a positive impact on the young people's experiences and outcomes.

Staff worked hard to ensure young people were safe. This was based on a good understanding of individual need - for some this was achieved through high levels of staff support, for others this was age appropriate independence in the community. Where young people struggled to feel emotionally safe the multi-disciplinary team worked alongside them to develop strategies to improve their own emotional wellbeing. This approach was key to understanding the young person and supporting their progress.

Young people had a number of key people they could speak to if they had any concerns. This included external advocacy services focussed on the rights of young people. Staff had a good understanding of safeguarding procedures and had a programme of training to ensure they knew the action to take if there were concerns.

Staff worked hard to build and maintain meaningful, respectful and trusting relationships with young people. They understood and respected their individuality and were available when young people needed them. There was a real sense, both from observation and discussion, that they understood the young people well, wanted the very best for young people and were proud of their achievements. This increased the confidence and self-esteem of the young people being cared for.

Staff understood the young people they cared for and were nurturing and trauma informed in their approach. Most of the team had completed training in DDP/PACE or PACE (Dyadic Developmental Psychotherapy and playful, accepting, curiosity and empathy) which helped staff better understand young people's past trauma and how to respond to their needs. Continued focus on 'The Promise' will also support this.

Young people's voices were central to their care and support. Where relevant young people were involved in multi-disciplinary meetings and supported by staff and external advocates to share their views. For others, social stories and routines supported the young person's voice and their engagement.

Staff were enthusiastic about the young people and optimistic for their future lives. They were proud of how well they progressed and were interested in their interests and aspirations, and supported their individuality and hopes and plans for the future.

Connections with friends and family were recognised and valued. Individual arrangements were in place to support young people's continued relationships with family members who were important to them. Parents spoken with were complimentary about the service and the staff team.

Mealtimes were nurturing occasions where young people joined with the household to enjoy their meals. Staff knew their particular likes, whilst also encouraging them to try new things. Young people were involved in menu planning and shopping and baking, increasing their opportunity to be involved in the life of the house, and in developing important skills for life.

Since the last inspection there had been a change of manager and staffing. There was a positive culture amongst a cohesive team who recognised each others strengths. A very positive shift to greater multi-disciplinary working had been developed which supported good outcomes for young people.

There were good procedures in relation to positive admissions and matching, however, these had not been followed. Outcomes for young people had not been significantly impacted, however, this could not have been anticipated, and was not through the assessment and planning of the admissions and matching procedure. **(See area for improvement 1.)**

All of the team were known to the young people and had understanding of their individual interests and needs, however, there continued to be significant staff changes, impacting on the ability for young people to establish secure and stable relationships. Managers worked hard to ensure the staff providing support were as consistent as possible and should continue to strive for a consistent team.

Staff were safely recruited and inducted to the service. Young people were involved in setting questions for interview but could be more actively involved in the process of recruitment. The organisation should consider how this could be possible.

Staff had received training to ensure they could deliver quality support and therapeutic trauma informed care. Support plans and risk assessments were generally good, however, the auditing and managerial overview needed significant improvement to ensure continuous robust evaluation of outcomes and experiences. **(See area for improvement 2.)**

Training records and the service development plan were incomplete. Systems need to be developed to ensure that the manager had an accurate overview of the skills and professional development of the team and could identify gaps in learning. The completion of the development plan would ensure that all staff were involved in the future and development of the service. **(See area for development 3.)**

Areas for improvement

1. The organisations admissions and matching procedures should be followed to ensure the best possible outcomes for young people.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'If I experience care and support in a group, the overall size and composition of that group is right for me' (HSCS 1.8).

2. Auditing and managerial overview should ensure continuous robust evaluation of outcomes and experiences.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

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

3. Systems should be developed to ensure that the manager has an accurate overview of the skills and professional development of the team and can identify gaps in learning. The development plan should be completed and should involve staff and young people in the future and development of the service.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

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

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

To ensure that young people are safe and protected from harm, both physically and emotionally, the provider should ensure that there are enough staff with the right knowledge and skills, and that matching processes consider the needs of individual young people within the group setting.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3.20).

This area for improvement was made on 19 October 2022.

Action taken since then

As identified in the report the service still strive for a consistent team, therefore **not all of this area for improvement has been met.**

Previous area for improvement 2

To ensure that young people receive nurturing care from a consistent staff team who understand their needs, the provider should ensure that there is a stable staff team, supported by timeous effective recruitment processes. Staff should receive additional training where this is identified as necessary to understand the needs of the young people they support.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My needs are met by the right number of people' (HSCS 3.15); and

'I am supported and cared for by people I know so that I experience consistency and continuity' (HSCS 4.16); and

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

This area for improvement was made on 19 October 2022.

Action taken since then

Comment has already been made regarding continuity of staffing.

This area for improvement has been met.

Previous area for improvement 3

To ensure that there is a strong culture of continuous improvement which takes into account the views of staff, young people and external professionals, the provider should ensure continuity of management and develop robust quality assurance processes. These should include the formal debrief of staff following incidents, greater use of reflective practice to support learning and a development plan which takes account of challenges and strengths since the service opening.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I use a service and organisation that are well led and managed' (HSCS4.23); and

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

This area for improvement was made on 19 October 2022.

Action taken since then

A permanent manager was in place, and progress made toward other aspects of this area for improvement. **It will be considered to be met** - with specific areas for improvement made within this report.

Complaints

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

Detailed evaluations

How well do we support children and young people's rights and wellbeing?	4 - Good
7.1 Children and young people are safe, feel loved and get the most out of life	5 - Very Good
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	4 - Good

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Care Inspectorate
Compass House
11 Riverside Drive
Dundee
DD1 4NY

enquiries@careinspectorate.com

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