
Report to Council of 12 March 2009

Subject: Care Commission Inspection of Woodside Residential Unit for Children undertaken on 5th December 2008.

Prepared by: Deirdre Cilliers, Head of Social Services.

1.0 Purpose

1.1. This announced inspection focussed on four areas:

- Quality of Care and Support,
- Quality of Environment,
- Quality of Staffing,
- Quality of Management and Leadership. all of which received a grading of excellent.

A full copy of the report is attached as appendix 1. The Inspector awarded a grading of 6 for all aspects as outlined above . This is the highest award that the Care Commission bestow and it signifies excellence in all aspects under inspection.

2.0 Recommendations

2.1. It is recommended that the Council acknowledge the excellent practice of the Woodside Children's Unit and all the staff and children without whose efforts this excellent inspection report and outcomes would not have been achieved.

3.0 Considerations

- 3.1. Examples of practice highlighted in the report were that "the service excelled at providing an individualised approach to the support of each young person". Staff "enthusiasm" was also noted in relation to supporting young people to integrate and achieve within mainstream community activities such as Army Cadets, rugby, swimming etc.
- 3.2. Environmental issues were regularly discussed at the young people's own meetings and their participation in creating a vegetable garden and maintaining this over the last two years was highlighted.
- 3.3. It was noted that there had been no restraints, serious incidents or absconding for over a year, nor had there been damage or vandalism to the building.

- 3.4. The importance of the emotional environment was noted as "repeatedly experienced as good throughout the inspection".
- 3.5. The involvement of young people in the recruitment and interviewing of staff was another strength. Young people were also able to challenge issues and this was evident through the minutes of the young peoples' meetings. "Valid issues were taken seriously and responded to" This was evident by tracking the young people's issues through the response recorded in the staff meeting minutes.
- 3.6. The "Meet the Bosses" and "Study Buddies" initiatives were highlighted as examples of excellent practice and examples of the individual leadership of the Unit Manager. The Inspector also noted these initiatives as indicative of a "Management culture" where this sort of leadership and initiative was supported".
- 3.7. The management of the retiral of a member of one staff and the "vitally important role" of the housekeeper being recognised by the manager were noted.
- 3.8. The Inspector further noted "The service therefore appeared to be equally adept at considering the individual needs and talents of staff as they do the needs of the young people and in marrying these two aspects in the pursuit of it's aims and objectives",
- 3.9. The report also noted personal visits to meet the young people by Senior Managers and a Councillor in the past year.
- 3.10. Within all four areas of the inspection it was noted that there were plans already in place to continue to develop the service and maintain the highest standards of care for Clackmannanshire's young people.

4.0 Sustainability Implications

- 4.1. None.

5.0 Resource Implications

- 5.1. *Financial Details: No additional finance is associated with this report.*
- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. ☐
- 5.3. *Staffing: no additional staffing implications are associated with this report.*

6.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities 2008 - 2011** (Please tick ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	X
People are better skilled, trained and ready for learning and employment	X
Our communities are safer	X
Vulnerable people and families are supported	X
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	X
The environment is protected and enhanced for all	X
The Council is effective, efficient and recognised for excellence	X

(2) Council Policies (Please detail)

7.0 Equalities Impact

7.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☒ No ☐

8.0 Legality

8.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers Yes ☒

APPROVAL/SIGNATURE	DATE
Head of Service:	26.02.09
Director:	26.02.09
*Delete as appropriate	

REPORT TO COUNCIL

To: Head of Administration and Legal Services, Greenfield, Alloa FK10 2AD

Report author: Deirdre Cilliers, Head of Social Services

Service: Social Services

Report title: Care Commission Inspection of Woodside Residential Unit for Children undertaken on 5th December 2008.

Date of meeting: 12 March 2009

It is recommended that the attached report be:

1. **Given unrestricted circulation** ☒
2. **Taken in private by virtue of paragraph ___ of schedule 7A of the Local Government (Scotland) Act 1973** ☐

List any appendices attached to this report (if there are no appendices, please state 'none')

1. Care Commission Inspection Report of Woodside Residential Unit for Children
- 2.
- 3.
- 4.

List the background papers used in compiling this report . If you have completed a sustainability checklist please add this to your list (if there are no background papers please state 'none')

1. None.
- 2.
- 3.
- 4.Nb. All documents listed must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered

Woodside Childrens Unit

Service name

Woodside Childrens Unit

Service address

18-20 Woodside Terrace
Clackmannan
FK10 4HU

Type of care service

Care Home Service

Provider name

Clackmannanshire Council

Service number

CS2003011578

Date Inspection Completed

05 December 2008

Type of inspection

Announced

Care Commission Office

Springfield House,
Laurelhill Business Park,
Stirling FK7 9JQ

Period since last inspection

Last inspection completed on 15 September 2008 (Telephone: 01786 406363)

Inspection Report of : Woodside Children's Unit

Introduction

This service was managed by Clackmannan Council, and provided domestic scale and individualised support to five young people between the ages of twelve and sixteen in two attached terrace houses in a small town in Clackmannanshire.

The aims included providing an environment which promoted feelings of safety and which respected and valued all who lived and worked at Woodside. Clearly planned care was aimed for, to allow work towards identified outcomes and the achievement of the young people's aspirations.

The service was registered on 1st April 2002.

Based on the findings of this inspection the service has been awarded the following grades:

Quality of Care and Support - 6 - Excellent

Quality of Environment - 6 - Excellent

Quality of Staffing - 6 - Excellent

Quality of Management and Leadership - 6 - Excellent

This inspection report and grades represent the Care Commission's assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. Please refer to the care services register on the Care Commission's website (www.carecommission.com) for the most up-to-date grades for this service.

Basis of Report

Before the Inspection

The Annual Return

The service submitted a completed Annual Return and a self-assessment form as requested by the Care Commission

Views of service users

All five of the young people returned a Care Commission Questionnaire prior to the inspection. Discussions were held with four of the young people on two visits to the service, on 5 and 8 December 2008.

Regulation Support Assessment

The inspection plan for this service was decided after a Regulation Support Assessment (RSA) was carried out to determine the intensity of inspection necessary. The RSA is an assessment undertaken by the Care Commission

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Officer (CCO) which considers complaints activity, changes in the provision of the service, nature of notifications made to the Care Commission by the service (such as absence of a manager) and action taken upon requirements. The CCO will also have considered how the service responded to situations and issues as part of the RSA.

This assessment resulted in this service receiving a low RSA score and so a low intensity inspection was required. The inspection was based on the relevant Inspection Focus Areas and associated National Care Standards, recommendations and requirements from previous inspections and complaints or other regulatory activity.

This service may receive a number of inspections over the year 08/09. This inspection considered requirements and recommendations made at the last inspection, completed on 15 September 2008.

During the inspection process

A handover meeting was attended by the Care Commission Officer on 5 December 2008, and documentation was inspected that day: lunch was taken with young people and staff, and there were discussions with four care staff and with three of the young people. On 8 December the service was visited when recruitment interviews were taking place involving the young people, and discussion were held with three of the young people regarding their participation in the process.

Staff at inspection

Discussions were held with six staff in all, including the manager and the newly appointed senior carer.

Evidence

Documentation inspected included:

- Minutes of young people's meetings, and staff meetings
- Care files, life stories and care plans
- Questionnaires for carers
- Comments and complaints
- Displays of academic and sporting achievements
- Safe Care records
- Supervision records
- Training records
- Annual development plan
- Consultations with young people

Inspection Focus Areas and links to Quality Themes and Statements for 2008/09

Details of the inspection focus and associated Quality Themes to be used in inspecting each type of care service in 2008/09 and supporting inspection guidance, can be found at:
<http://www.carecommission.com/>

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Statements looked at were as follows:

1.1 We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

1.5 We respond to service user's care and support needs using person centred values

2.1 We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

2.3 The environment allows service users to have as positive a quality of life as possible.

3.1 We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

3.2 We are confident that our staff have been recruited, and inducted in a safe and robust manner to protect service users and staff.

4.1 We ensure that service users and carers participate in assessing and improving the quality of management and leadership of the service.

4.3 To encourage good quality care, we promote leadership values throughout our workforce.

Fire Safety Issues

The Fire (Scotland) Act 2005 introduced new regulatory arrangements in respect of fire safety, on 1 October 2006. In terms of those arrangements, responsibility for enforcing the statutory provisions in relation to fire safety now lies with the Fire and Rescue service for the area in which a care service is located. Accordingly, the Care Commission will no longer report on matters of fire safety as part of its regulatory function, but, where significant fire safety issues become apparent, will alert the relevant Fire and Rescue service to their existence in order that it may act as it considers appropriate. Further advice on your responsibilities is available at www.infoscotland.com/firelaw

Action taken on requirements in last Inspection Report

The service had acted upon the three recommendations in the previous inspection report.

Comment on Self-Assessment

This was comprehensive, illustrating both the achievements and planned development of the service.

Views of Service Users

Young people were positive about the support they received. They appreciated the family nature of the service, allowing siblings to be together. They spoke positively about support for their activities in the community and support for school work. Grading of the service was discussed with the young people: one stated they would grade it between excellent and very good.

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One situation of bullying was mentioned, and this was discussed with the manager. It was clear that this was being dealt with appropriately.

Views of Carers

It was not possible to meet with any of the carers as part of this inspection. However, there had been telephone contact during the previous inspection and it was clear that support to parents and carers where necessary was seen as essential to the support for the young people and important in the overall work of the unit.

Quality Assessment Framework Themes and Statements

Theme - Quality of Care and Support

Overall CCO Theme Grade - 6 - Excellent

Quality Statement 1.1 **We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.**

Strengths:

Young people had a range of inputs into the quality of care and support, through the weekly young peoples meetings which were chaired and minuted by themselves. Through this meeting they were able to raise any support issues and have these considered by the full team meeting. Young people could individually comment in writing in advance on reports about their progress to be considered at the weekly team meeting.

Each young person wrote a summary of their day each day, which was commented upon by the care staff in writing and then used during the staff handover meeting. This ensured that the young persons perspective of their progress and support needs was expressed and recorded in their case file.

The service excelled at providing an individualised approach to the support of each young person, where the support offered was increasingly based on the needs and (where feasible) the wishes and choices of each young person. This was reflected in the wide range of community events participated in , such as Army Cadets, sporting events and hobbies. Certificates of sporting and academic achievements were displayed in the dining and conservatory areas. Young people were keen to point out these recognitions of their achievements. There were also regular recorded meetings between each young person and the housekeeper to ensure that young peoples food choices, preferences and dietary needs were being met.

There was evidence of accessible advocacy for the young people: the names of the Childrens Rights Officer and of the Who Cares? representative were known, and there was relevant information accessible by the young people on several aspects of advocacy, including information from the office of the Childrens Commissioner for Scotland.

For all of the above reasons, the service merited a grade of excellence in this aspect of provision.

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Areas for Improvement:

A recently introduced comments and suggestions box had proved successful, and it was hoped that this would be increasingly used. The parents and carers questionnaire was another avenue allowing input from carers and families into the quality of the service, and it was hoped for ongoing participation by families in this survey in future years.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

Inspection Report of : Woodside Children's Unit

Theme - Quality of Care and Support

Overall CCO Theme Grade - 6 - Excellent

Quality Statement 1.5 We respond to service users' care and support needs using person centered values.

Strengths:

Person centredness was evidenced in the points made in the previous sections, and through such measures as including young people in the program of fire safety training for staff (including the awarding of the same certificates from TASCOR training agency as staff received) and the full involvement of carers and families in the assessment, admission and ongoing support of the young people as much as possible.

The service had devised, through consultation, an individual handbook of initial information according to each young person's individual situation and understanding, rather than having a one-size fits all approach for an information booklet.

There was a clear enthusiasm among staff to ensure that each individual young person was making the best of their lives and opportunities available to them. This was evidenced by the wide range of individualised community events in which the young people participated, often with staff giving of their free time enable them to be supported in their participation.

Government guidance and the Council's policies had been followed to ensure that overnight stays, either with friends in the community, or by friends staying overnight in the building were facilitated without delay or the previous stigma of requiring police checks. The procedures followed showed that there were consistent and effective checks in each case.

All of these points confirmed the service's excellence at responding with people-centered values, and so it was graded accordingly.

Areas for Improvement:

The service intended to further develop and support young people's links with the community and with their friends.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Theme - Quality of Environment

Overall CCO Theme Grade - 6 - Excellent

Quality Statement 2.1 **We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.**

Strengths:

Young people valued the location of the building in a small town with easy access to all local community activities.

Staff supported young people to improve their environment. This was evidenced through young people confirming that they had purchased, with staff support, the lounge suite, and other furnishings for the dining area and decor throughout the building. There was encouragement to maintain a clean and tidy environment through working closely with staff on a daily basis.

The minutes of the young peoples meeting showed that environmental issues were regularly raised, and acted upon by the service. There was ongoing commitment to support young people to maintain the vegetable garden and to use the fresh garden produce in the cooking for the service.

There was regular involvement in shopping and involvement in budgetary training for the young people, as well as their regular involvement in cooking for the entire group of staff and young people.

The staff sleep in bedroom had been relocated, and the bedroom had been converted to allow one young person who had reached the age of sixteen to have an en-suite bed-sit, in recognition of the need for independence with continued support, and in line with that persons choice to stay on in the service.

As noted previously certificate of sporting and academic achievements were displayed in the dining and conservatory areas. Young people were keen to point out these recognitions of their achievements.

The young peoples meeting minutes showed that environmental issues were regularly raised, and acted upon by the service. As noted in previous inspections, there was continued commitment to support young people to maintain the vegetable garden and to use fresh produce in the cooking for the service. Young people were keen to show their work in that area.

Areas for Improvement:

The service intended throughout the coming year to continue to support young peoples commitment to their environment, and to facilitate their choices and participation as much as possible.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Theme - Quality of Environment

Overall CCO Theme Grade - 6 - Excellent

Quality Statement 2.3 **The environment allows service users to have as positive a quality of life as possible.**

Strengths:

As noted previously, provision of a bed-sit area and having young peoples work was on display throughout the home promoted young people's feelings of ownership of their home environment as a safe and validating place to spend their time. Work had been done to ensure that young people could have bicycles while maintaining consistency with associated training requirements for staff.

There was a commitment by the service provider to provide fast track repair of any damage or vandalism occurring to ensure that a secure and stable environment was maintained.

The safe care file showed that there had been no restraints, serious incidents or absconding over the past several years. This indicated that there was a feeling of security for the young people in their own home, and this was confirmed in observing the ambient relationships and interactions in the evening between young people themselves, and with staff. It was as close as possible to an ordinary family home environment.

The pre-inspection self assessment emphasised the importance of the emotional environment, and this was repeatedly experienced as good throughout the inspection: while negative behaviour was appropriately sanctioned, this was done in a supportive and secure relationship between all staff and young people.

Areas for Improvement:

The service intended to continue responding to young peoples individual situations throughout the year to ensure that their needs for a secure and stable environment where they could flourish were maintained.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Theme - Quality of Staffing

Overall CCO Theme Grade - 6 - Excellent

Quality Statement 3.1 **We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.**

Strengths:

There was ongoing involvement of young people in the recruitment of staff. A recruitment took place during the inspection and it was possible to speak with three of the young people about their experiences of this. They thought it was an excellent idea to involve their perspective, with the support of the staff. The questions which they contributed at the interview were unique to their own support needs, and were valued by staff as valid criteria for appraising candidates for appointment.

Young people also had an input into the quality of staff through their weekly meeting, where relevant and often challenging issues about staffing matters were raised and passed to the main staff meeting for consideration and reply. One example was the consistency of application of rules. Valid issues were taken seriously and responded to.

Before discussion of their progress at team meetings, young people were shown the proposed points for discussion, and if they were in agreement they signed the document. This again showed a commitment to the inclusion and relevance of the viewpoints of the young people in the ongoing work of the staff.

The staff rota was put on display on the notice board for young people in recognition that they also saw the importance of which individual staff members would be supporting them in their day to day life.

There was thus a range of methods for young people to have input into the quality of staff and their work, and there was a recognition of the importance of staff in the life of the young people. For this reason a grade of excellent is appropriate.

Areas for Improvement:

The service intended to continue to recognise and support the views and wishes of young people in as far possible in the area of quality of staff support.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Theme - Quality of Staffing

Overall CCO Theme Grading - 6 - Excellent

Quality Statement 3.2 **We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.**

Strengths:

Young people, as noted previously were directly involved in staff interviews with the manager. This was done through careful preparation work, involving the consideration of proposed questions by young people for the candidates, and counselling about the presentation, reformulation and phrasing of these viewpoints in the interview context. Staff and the manager confirmed the relevance and usefulness of the contributions of the young people in this area. Young people themselves valued the invitation to be involved in this way.

The induction process was discussed with staff who had recently been recruited, and it was confirmed that this was a good introduction to the work with appropriate information and introduction to all aspects of the duties involved.

A central check had been carried out of the service providers recruitment procedures and this was found to be satisfactory and in compliance with statutory requirements in 2006.

Areas for Improvement:

The service intended to continue to ensure that staff recruitment practices of the Council continued to conform to previous and any forthcoming Government or good practice guidelines.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Theme - Quality of Management and Leadership

Overall CCO Theme Grading - 6 - Excellent

Quality Statement 4.1 **We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.**

Strengths:

There was clear input from young people to the management of the service through two Meet the Bosses events which involved young people looked after by Clackmannan Council expressing their views directly to Councillors and Social work managers. This input had been arranged by the manager of the service, and it involved young people in foster care as well as residential care. The events had been followed up by Clackmannan Council through inviting the participation of two of the young people in an ongoing working group looking at improving the outcomes for looked after young people in the areas of social support, education and in housing. Records of these meetings were read, and young people discussed their participation with the Care Commission Officer.

The views of the young people were obtained in drawing up the agenda for the annual away day training for staff. This was a regular procedure, and the service planned to develop more direct involvement of the young people in the training itself.

There was also direct week by week input through the agenda of the young persons meetings which were chaired and minuted by themselves. Issues relevant to management were regularly raised, considered at the staff meeting and resolved favourably where possible.

A questionnaire survey had been introduced since the last inspection, inviting the views of young people, their families and carers on all aspects of the service and support offered. This was projected to be carried out on a regular basis, and the outcomes of the first survey were being prepared at the time of the final date of this inspection.

During the past year there had been personal visits to meet the young people in the service by senior managers and Councillors for the service provider.

These measures were evidence of substantial ongoing commitment to involving young people and their carers in improving the quality of management of this service, and therefore a grading of excellent was appropriate.

Areas for Improvement:

The role and involvement of the external manager were currently being developed, in the context of a recent new appointment of external manager. Additionally a senior carer post had been introduced to facilitate the various management tasks.

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CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Theme - Quality of Management and Leadership

Overall CCO Theme Grading - 6 - Excellent

Quality Statement 4.3 To encourage good quality care, we promote leadership values throughout the workforce.

Strengths:

The appointment of a senior carer from the existing staff group was recognition that existing care staff could have a leadership role in the ongoing work.

The manager had supported initiatives from staff in care and support, and herself had implemented innovative and creative approaches such as the extension of the study buddies program (individualised support for school homework for the young people) in the face of budgetary difficulties; and the implementation and sustaining of the Meet the Bosses program showed both individual leadership, and a management culture where this sort of leadership and initiative was supported.

A further indication of leadership values was that the housekeeper was seen as having a vitally important role in the service provided to young people. This included regular minuted meetings with each individual young person to ensure their dietary requirements continued to be met, attendance by the housekeeper at staff meetings, including daily handover meetings, on an equal footing with other staff, food purchasing training to young people, and taking a central role in providing housekeeping advice and support to the over sixteen's, to enable their appropriate move to more independent living.

In addition the housekeeper performed a valued role in maintaining and promoting the standard of cleanliness, healthy eating, safe cooking, budgeting and involving young people in all aspects of these areas of work.

An informal approach to staffs needs approaching retiral had been successful in supporting all staffs ongoing useful contributions.

The service therefore appeared to be equally adept at considering the individual needs and talents of staff as they do to the needs of the young people, and in marrying these two aspects in the pursuit of its aims and objectives. The outcomes for young people were thereby consistently supported and promoted and so a grade of excellence in this area is appropriate.

Areas for Improvement:

The service intended to continue to promote leadership values in its work, while pursuing any development issues which seemed relevant or necessary to address.

CCO Grading	6 - Excellent
Number of Requirements	0
Number of Recommendations	0

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Enforcement

There has been no enforcement action against this service since the last inspection.

Other Information

There is no other information.

Requirements

A requirement is a statement which sets out what is required of a care service to comply with the Act and Regulations or Orders made under the Act, or a condition of registration. Where there are breaches of the Regulations, Orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Commission.

Recommendations

A recommendation is a statement that sets out actions the care service provider should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, codes of practice and recognised good practice.

Action Plan

No action plan is necessary, for the above reasons.

Inspection Report of : Woodside Children's Unit

This report was written by

Tony Clarke

Care Commission Officer

Date: 17/12/2008

Further information about the Regulation of Care (Scotland) Act 2001, can be found on the Care Commission web-site, under the section 'The Law'.
www.carecommission.com

