

# Care service inspection report

Full inspection

## Midlothian Residential Service for Young People Care Home Service

23 Ladybrae  
Gorebridge

Service provided by: Midlothian Council

Service provider number: SP2003002602

Care service number: CS2003011085

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

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## Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

### We gave the service these grades

Quality of care and support	5	Very Good
Quality of environment	5	Very Good
Quality of staffing	5	Very Good
Quality of management and leadership	5	Very Good

### What the service does well

The service worked with young people presenting them with opportunities to broaden their experiences and achieve their goals. They were committed to working with young people in the long term until they were ready to move on.

The staff team had many skills which they used to work with individual young people.

### What the service could do better

The service should consider carrying out further training with staff on care planning. Particularly in identifying actions and outcomes based on SHANARRI indicators.

### What the service has done since the last inspection

The service had made significant progress in streamlining the staff structure which meant that more staff time was available for young people.

The local authority had launched a new consultation initiative for looked after and accommodated children.

### **Conclusion**

Midlothian Residential Services was committed to continued improvement. They were passionate about providing good quality care to young people.

The manager had a very good overview of the running of the home and had a hands on approach providing appropriate role modelling for staff.

## 1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services is available 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.

Midlothian Residential Services consist of three small residential homes in Penicuik, Dalkeith and Gorebridge. Each home cares for a maximum of four young people who are aged between 10 and 18 years who cannot safely stay with their own family, or in any substitute family, and whose needs would best be met in a residential setting.

The homes in Penicuik and Dalkeith are purpose built single storey houses. The home in Gorebridge is an older property on two levels. All of the homes are close to local amenities and have good transport links. At the time of this inspection only the homes in Penicuik and Gorebridge had young people staying there.

### Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

### Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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

**Quality of care and support - Grade 5 - Very Good**

**Quality of environment - Grade 5 - Very Good**

**Quality of staffing - Grade 5 - Very Good**

**Quality of management and leadership - Grade 5 - Very Good**

This report and grades represent our 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. You can find the most up-to-date grades for this service by visiting our website [www.careinspectorate.com](http://www.careinspectorate.com) or by calling us on 0345 600 9527 or visiting one of our offices.

We took all of the above evidence into consideration when writing this report. We also took into account the Public Services Reform (Scotland) Act 2010 and associated Statutory Instruments, the National Care Standards for care homes for children and young people, and the Scottish Social Services Council (SSSC) Codes of Practice for Social Service Workers and Employers.

### **Grading the service against quality themes and statements**

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

### **Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firescotland.gov.uk](http://www.firescotland.gov.uk)

## 2 How we inspected this service

### The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### What we did during the inspection

We wrote this report following an unannounced inspection that took place on 30 October and 4 November 2015. We gave feedback to the manager the Service Manager of Children and Families and The Head of Children's Services on 23 November 2015.

As requested by us, the provider of the service sent us an annual return. They also sent us a completed self assessment.

During this inspection we asked the service to show us evidence to support their self assessment. We looked at records:

- care plans and young people's files
- participation materials
- medication records
- meeting minutes
- incident records
- a variety of policies and procedures.

Before the inspection we sent the service eight questionnaires to be given to the young people who use the service. We received five completed questionnaires. We spoke with four young people during the inspection and met two more.

During the inspection we had discussion with the manager two senior practitioners and three child care practitioners.



## The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

**Annual Return Received:** Yes - Electronic

## Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The Care Inspectorate received a completed self assessment document from the service provider. The self assessment identified the strengths of the service. The grades the service awarded themselves reflected what we found at inspection.

## Taking the views of people using the care service into account

Before the inspection we sent out eight Care Standard Questionnaires (CSQ's) to be given to the young people. We received five completed CSQ's. Details of the responses are contained in the body of this report.

Three young people strongly agreed and two agreed, with the statement:

'Overall I am happy with the quality of care I get here'.

Comments included:

"I want staff to sit with me and they can't sometimes"

"I like potato and leek soup but the shop did not sell it"

"I want a key (for my door)"

"Sometimes staff are with others when I want to talk"

"It's different living with others"

"Please keep diluting juice out of the cupboard"

"I feel happier here than I did before".

### **Taking carers' views into account**

Carers include parents, guardians, relatives, friends and advocates. They do not include care staff. We did not receive any views from carers at this inspection.

### 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

#### Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

##### Statement 1

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

##### Service strengths

This statement was examined as the participation of children and young people in their care and support is very important to achieving good outcomes for them. In 2015-16 all services are being inspected against this statement.

At this inspection we saw a very good range of methods to involve young people in the assessment and improvement of the service. Evidence to support this included:

- Looked After and Accommodated Children (LAAC) reviews
- one to one sessions with keyworkers
- advocacy through 'Who Cares'
- involvement in staff recruitment
- midlothian Council Champions Group
- informal discussion.

Young people were encouraged to attend their LAAC reviews so that they could influence their future plans and tell the people caring for them what they felt was important.

Staff helped young people who did not want to attend LAAC reviews to write their views down so that they could be presented to the meeting. In this way, young people were supported to influence their care plans and be involved in planning for their future.

Where relevant, family members were encouraged to visit the service and offer their views to managers and staff. They did this through attendance at LAAC reviews and through discussions with keyworkers.

Each young person has a keyworker. The keyworker was an identified member of staff who worked with them during their stay. Young people told us that they met with their keyworker regularly, sometimes for a chat or sometimes to go out on an activity. The keyworker helped the young person to plan for their future. They helped them to identify the things they needed support with and what they could do to achieve their goals. They talked with young people about what was important to them and gave direction about how to keep themselves safe. In the main we found that the young people had close relationships with their keyworker. The keyworker provided an opportunity for young people to talk about what they liked about staying at the home and what would make it better. The keyworker could then discuss this with the manager and other staff and carry forward young people's suggestions.

The young people at Midlothian Residential Services were actively involved in 'Who Cares'. Who Cares is a national advocacy group who support young people who are looked after and accommodated. Midlothian Council paid for the services of a Who Cares worker to meet regularly with young people to ensure they had an independent outlet to present their views. In addition young people attended national events hosted by Who Cares to focus on improvement within residential services for young people.

We heard that young people had been involved in staff recruitment. They had devised questions and met with prospective staff. They presented their views to the interview panel and these were taken into account when appointing staff.

Midlothian Council were proactive in looking for the views of young people. A recent initiative was the launch of a Champions Board. All looked after and accommodated young people were included in the launch. The board included the council chief executive, councillors, and young people.

The board hopes to actively seek the views of young people and use them to improve services throughout the local authority. We saw some evidence of how this had impacted already, whereby young people were involved in internships within the council and offered training opportunities.

Throughout the inspection we saw quality discussion and negotiation between staff and young people. Young people were confident in their approach to staff and staff were respectful of their views. We heard examples of young people's views being taken into account such as getting a pet and starting a football team. In addition young people could influence menu planning through regular discussions with the cook.

Most of the young people told us they were confident that their views will be respected and they felt included, in the day to day running of the home.

Replies to the 'Care Standard Questionnaire' showed two young people strongly agreed two agreed, and one disagreed with the statement:

'The Manager and staff ask me for my ideas and use them to make things better'.

Three young people strongly agreed, one agreed and one disagreed with the statement:

'The Managers and staff ask me for my ideas often enough'.

Two young people strongly agreed and three agreed with the statement:

'I get to choose things about how I look, like what clothes I wear and how I do my hair'.

**Areas for improvement**

The service should now fully embed the consultation methods and use feedback from young people and their parents to make improvements and evidence how they impact on the lives of the young people.

**Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

Staff participated alongside young people, providing encouragement and praise. They made sure that the equipment needed was available and was of a suitable quality. In addition staff encouraged young people to broaden their horizons and try out new activities. Young people told us they had enjoyed trips away on holiday.

Through discussion we found that staff had ambitions for the young people. They expressed genuine commitment to helping them to achieve. Young people were also engaged in positive activities around the house. computer games, board games and arts and crafts activities were available and young people told us they enjoyed these. This all helped to provide a warm and nurturing environment where young people were encouraged to reach their full potential.

Staff expressed clear and consistent messages in relation to expected behaviour which helped young people to set their own boundaries. Sanctions were clear and sensible. They could be negotiated when appropriate which meant that young people had an opportunity to recompense for their actions. The young people said the sanctions were fair. Achievement was celebrated with incentive and reward. We heard that incentives were linked to the preferences of young people such as tickets for football match or to a concert.

Incidents involving young people were appropriately recorded. Claire and Jo go over Incidents were monitored by the manager and the children's services manager to identify patterns or increases in incidents. The Manager and staff used this information to find strategies to reduce incidents.

Young people had care plans which reflected the Getting it Right for Every Child (GIRFEC) paper produced by the Scottish Government. The care plans reflected young people's individual needs. We saw some care plans which were very well written and clearly identified the strategies staff should use when working with young people.

We saw evidence that staff worked closely with other professionals to support young people. We saw very good outcomes whereby staff and other agencies worked together to help young people manage and reduce unsafe behaviours.

## Statement 2

"We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential."

### Service strengths

We chose to look at this quality statement because we wanted to find out about young people's experiences in relation to education, training, work, personal interests and achievements.

We found that the service was operating to a very good standard in relation to this statement.

At the time of the inspection all of the young people were attending school, involved in training or in employment. Care plans evidenced that staff worked with education resources to support the young people in their learning. We saw that the staff actively encouraged young people to attend school and training and made sure they had the correct clothing and equipment to make best use of the experience. We saw that young people's school timetables and reports were available and keyworkers attended parent consultations in absence of parents. The benefits to young people of school attendance were not only academic but also allowed young people to develop friendships and socialise with their peers in the community. In circumstances where young people were not fully engaged in learning or employment staff actively helped them to identify their abilities and look for alternative opportunities. Staff were successful in advocating for young people and creative at finding meaningful ways to help them improve their skills. Most of the young people we spoke with had friends who live in the local community and accessed various activities with these friends. Staff worked very hard to ensure that young people could meet with friends in a safe way and supported them in travel arrangements.

The staff at Midlothian Residential Services know the young people well. They identified the likes and dislikes of the individual young people and talked proudly about their skills and achievements. They told us that all of the young people had particular talents and interests such as football, boxing and fishing.



All of the young people we spoke to said that Midlothian Residential Services was a good place to stay. Sometimes they did not get along with each other, however they said that staff helped them to manage this. Sometimes they disagreed with the direction of their care plan or staff decisions, but they said that they could negotiate and there was always someone to talk to. During inspection we saw young people and staff in very meaningful conversation where young people were sensitively encouraged to take responsibility and use the supports offered.

The service had achieved stage two of the Health Promoting Unit initiative whereby they actively encouraged young people to live and achieve healthy lifestyles.

At the last inspection we made a recommendation that managers should review recording processes. They should consider why records are kept and streamline the process of recording. They should discuss with their Information technology department how the systems could support their needs and how documents could be better identified. We saw some progress in this area. The service had moved to a different computer system whereby it was easier to identify documents. We also refer to this within areas for development.

Replies to the 'Care Standard Questionnaire' showed two young people strongly agreed two agreed and one strongly disagreed with the statements:

'I feel protected from abuse'

'I feel protected from bullying'.

Three young people strongly agreed, one agreed and one indicated they did not know in response to the statement:

'Staff treat me fairly and with respect'.

Two young people strongly agreed and three agreed with the statement:

'Staff help me to go along to any activities I want to do like hobbies, clubs and sports'

Two young people strongly agreed, two agreed and one disagreed with the statement

'Staff understand the things that are important to me'.

### **Areas for improvement**

Whilst we saw some very good examples of care plans we also assessed that this was an area where the service could make improvement.

The service operated between paper and computer based records. We found instances where the two formats did not match. We concluded that this could be confusing for staff and could result in mixed messages in response to strategies for working with young people. Managers need to ensure consistency between these two systems.

In some instances care plans and risk assessments were not updated promptly following any incidents or changes in young people's circumstances.

Whilst some care plans were very clear and identified the actions needed to support young people we also found some which were not clear. We asked that staff consider the language used in care plans so that they can be easily understood. The care plans also need to be more evaluative and identify progress or changes to strategy.

Some care plans were incomplete, not signed or dated

See recommendation 1

**Grade**

5 - Very Good

**Number of requirements - 0**

**Recommendations**

**Number of recommendations - 1**

1. The service provider should review the recording of care plans and risk assessments to make them clear about young people's targets and strategies. They should identify progress and next steps. All care plans should be completed in full, signed and dated by the writer.

National Care Standards - Care homes for children and young people - Standard

4 - Support arrangements

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

### Statement 1

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

#### Service strengths

Evidence found in Quality of Care and Support, Statement 1, also applies to this statement. We found that the service used the same processes to consult parents and young people about the environment.

The young people living in Midlothian Residential Services had personalised their rooms with posters and soft furnishings. They were also consulted about and involved in any redecoration in the house.

#### Areas for improvement

Evidence in Quality of Care and Support, Statement 1 also applies to this statement.

#### Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

### Statement 3

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

#### Service strengths

We found this service was performing to a very good standard in the areas covered by this statement.

Both of the houses were equipped and decorated to a high standard. They were comfortable and attractive and a plan was in place to continually upgrade and improve. All of the staff tried very hard to create a homely environment for the young people.

As already stated, young people were very involved in influencing the environment of the service. This meant that they had an investment in maintain the houses and keeping them looking nice. There was an established culture in the service of taking care of the surroundings. Broken items were quickly replaced and maintenance was of a high standard.

Each young person had their own bedroom which provided them with a personal private space. They had chosen the decoration of their rooms and had personalised them to suit their tastes. Young people said that their bedroom doors could be locked so that their personal possessions could be safe. Bedrooms were comfortable and young people had things which they needed, such as a TV and game machine so that they could spend time on their own if they wished.

There were enough communal rooms to allow young people to meet together if they wished and also to have privacy when they needed it.

Staff actively encouraged young people to treat each other with respect and we saw that staff handled disputes sensitively. Young people told us that Midlothian Residential Services was a safe place to stay.

All aspects of safety such as security and fire safety were managed effectively.

Replies to the 'Care Standard Questionnaire' showed that four young people strongly agreed and one agreed with the statements:

'This is a nice place to stay'.

Replies to the 'Care Standard Questionnaire' showed that three young people strongly agreed and two agreed with the statements:

'I can lock my door if I want to'.

### **Areas for improvement**

Managers should continue to monitor and maintain the very good standard of quality shown at this inspection. They should ensure they continue to identify areas of improvement and implement action plans to address these.

### **Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

### Statement 1

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

#### Service strengths

Evidence found in Quality of Care and Support, Statement 1, also applies to this statement. We found that the service used the same processes to consult parents and young people about the quality of staffing.

Young people from Midlothian Residential Services had been involved in staff interviews.

#### Areas for improvement

Evidence in Quality of Care and Support, Statement 1 also applies to this statement.

#### Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

### Statement 3

"We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice."

#### Service strengths

At this inspection we found that the service was operating to a very good standard in relation to this quality Statement.

Since the last inspection there the review of residential services for children had been completed. From the review changes had been made within the staffing structure. A reduction in senior staff allowed an increase in front line staff which resulted in more contact time with young people. The staff we spoke with reported positively on the changes and said that they were very happy with the process used and the level of consultation they had received.

There had also been changes within the staff group. A group of core staff remained since the last inspection which provided an element of consistency for young people. The manager reported that new staff employed since the last inspection had previous experience in residential childcare which meant that they joined the team with a good understanding of the expectations of them when working with young people.

Changes to staff hours had resulted in increased capacity and more time for staff to spend with young people. It had also provided better consistency in staffing. At the time of the inspection the home has a few staff vacancies. These were being covered by sessional staff however these staff were known to young people and use was minimal. Posts had been advertised and it was hoped that the services would have full staffing imminently.

In addition changes to the administrative duties meant that the manager had more time to focus on practice tasks.



At this inspection staff told us that they received formal supervision every four to six weeks. Supervision included discussion about case work, practice and personal development. The staff we spoke with told us that they felt supervision helped them to do a good job, improve their skills and provided them with support in their work with the young people.

All of the staff were registered with the Scottish Social Services Council (SSSC) and were aware of their Codes of Practice. The SSSC are the body who regulate care staff and decide the level of qualification for each post.

Staff had access to the Midlothian council intranet system where they could access policies and procedures, and information to support them in their work with the young people.

Core training such as child protection, First Aid and Food Hygiene was supplemented by specialist training such as, Team teach, Promoting positive behaviour and sexual health and relationships.

Staff meetings took place regularly and provided a system for professional discussion and practical matters in relation to the home.

Staff held appropriately delegated responsibilities such as managing staff rotas and medication overview. All of the staff played an active part in the smooth running of the home.

We saw that the very committed staff group were motivated and enthusiastic in their work at Midlothian Residential Services. They said they felt they worked well together as a team and felt supported by their managers. They were respectful and caring towards each other and provided very good role models for the young people.

### **Areas for improvement**

The service should continue to build on staff training and cohesion of the team. They should further develop the training programme to ensure they keep up to date with current themes in child care practice.

**Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

### Statement 1

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

#### Service strengths

Evidence found in Quality of Care and Support, Statement 1, also applies to this statement. We found that the service used the same processes to consult parents and young people about the quality of management and leadership.

#### Areas for improvement

Evidence in Quality of Care and Support, Statement 1 also applies to this statement.

#### Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

## Statement 4

"We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide"

### Service strengths

We chose this Quality Statement because we wanted to find out if the audit systems we found at the last inspection were being maintained and improved.

We found this service was performing to very good standard in the areas covered by this statement.

At the last inspection we made a recommendation that the management team should continue to develop quality assurance processes and clearly identify areas for development and progress. At this inspection we found that managers have a high profile in the service they work alongside staff to identify areas of good practice and areas for development. Through the service review they had identified the need to make changes with the staffing structure to improve contact for young people.

We found that managers have high expectations of staff. They provide opportunities for staff to ask questions and work within a feedback loop to ensure that staff are kept up to date.

The manager was actively involved in groups outwith the service to bring in new ideas and to identify where practice could be improved and where the service was operating effectively. Staff development sessions were used to consider the ethos of the service and plans were in place to develop new aims and objectives with the inclusion of young people.

We found that the service continued to look for the views of other professionals through care planning meetings, after any visits to the service and through direct discussion. The manager had heightened the profile and work of the service through presentation to other staff within the local authority.

Records indicated that staff spoke regularly with outside agencies and that they were welcomed into the home.

Some audit systems were in place where delegated staff reported audit outcomes to the Manager. This covered areas medication audits and premises audits. We saw some areas which had been reported to the manager and steps had been taken to address issues.

We saw evidence that the manager responded promptly to issues of concern and was proactive in supporting the young people.

The manager had a very good overview of the running of the service and delegated appropriate responsibilities to staff. She was aware of the importance of positive role modelling, and supporting and encouraging staff and actively reflected these values in her own practice.

In addition the external manager carried out supervision with the manager where they identified areas for improvement and formed a vision for the future of the service.

### **Areas for improvement**

The service should continue to develop the ethos, aims and objectives and demonstrate how this impacts on improved outcomes for young people.

Managers need to sample care plans and ensure that they are clear and identify strategies and identified outcomes for working with young people.

Managers need to ensure that all required notifications are submitted to the care Inspectorate.

### **Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## **4 What the service has done to meet any requirements we made at our last inspection**

### **Previous requirements**

There are no outstanding requirements.

## **5 What the service has done to meet any recommendations we made at our last inspection**

### **Previous recommendations**

There are no outstanding recommendations.

## **6 Complaints**

No complaints have been upheld, or partially upheld, since the last inspection.

## **7 Enforcements**

We have taken no enforcement action against this care service since the last inspection.

## 8 Additional Information

There is no additional information.

## 9 Inspection and grading history

Date	Type	Gradings	
28 Oct 2014	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	4 - Good
7 Mar 2014	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	3 - Adequate
23 Sep 2013	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	3 - Adequate
26 Feb 2013	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and Leadership	3 - Adequate
17 Aug 2012	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and Leadership	2 - Weak
12 Jan 2012	Unannounced	Care and support	5 - Very Good
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and Leadership	4 - Good

21 Mar 2012	Re-grade	Care and support Environment Staffing Management and Leadership	Not Assessed Not Assessed Not Assessed 3 - Adequate
5 Mar 2012	Re-grade	Care and support Environment Staffing Management and Leadership	Not Assessed Not Assessed Not Assessed 1 - Unsatisfactory
7 Jun 2011	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 3 - Adequate 4 - Good 4 - Good
21 Dec 2010	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 2 - Weak Not Assessed Not Assessed
18 May 2010	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good 4 - Good Not Assessed Not Assessed
10 Feb 2010	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 4 - Good Not Assessed Not Assessed
16 Sep 2009	Announced	Care and support Environment Staffing Management and Leadership	4 - Good 4 - Good 4 - Good 4 - Good
31 Mar 2009	Unannounced	Care and support Environment Staffing Management and Leadership	3 - Adequate 3 - Adequate 3 - Adequate 3 - Adequate



11 Feb 2009	Announced	<div>Care and support</div> <div>3 - Adequate</div> <div>Environment</div> <div>3 - Adequate</div> <div>Staffing</div> <div>2 - Weak</div> <div>Management and Leadership</div> <div>2 - Weak</div>

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is c?nain eile ma nithear iarrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

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