

Care service inspection report

Full inspection

Midlothian Council Fostering Service Fostering Service

Lawfield Primary School
26 Lawfield Road
Mayfield
Dalkeith

Service provided by: Midlothian Council

Service provider number: SP2003002602

Care service number: CS2004083731

Inspection Visit Type: Announced (Short Notice)

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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	4	Good
Quality of staffing	5	Very Good
Quality of management and leadership	4	Good

What the service does well

All foster carers told us they currently received a very good service which supported them and their families well.

The management and leadership of the service was highlighted as a positive for those providing feedback to the inspectors.

All of the carers we spoke with reflected positively on the availability of training and other professional development opportunities.

The service has made a concerted effort to develop and improve group support opportunities.

What the service could do better

Where the service has identified delay issues they should target resources to improve assessment and planning.

There have been some missed opportunities for the involvement of service users.

The service would benefit from a clear, outcomes focussed, service development plan.

What the service has done since the last inspection

The service continued to offer a good quality of service to foster carers and those wanting to become foster carers: The past year has been a period of rapid development with the appointment of a new manager.

Assessed and approved 4 new foster carers in 2015.

7 deregistration's. 15 reviews and 15 changes of approval.

Conclusion

Changes in management have had a positive impact on the staff morale and has empowered what is a knowledgeable and experienced group of practitioners to continue to improve the service. The provider is committed to further improvement but specific planning for this service must be improved to build upon what has been achieved.

1 About the service we inspected

Midlothian Council Fostering Service provides a fostering and family placement service for children and young people aged from 0 to 18 years and their families, who are assessed as in need of this. The service is responsible for the recruitment, assessment and support of carer families to provide a fostering service to a range of children throughout the area of Midlothian.

The service is based within a community school in Mayfield, Midlothian. It is managed on a by a Team Leader who is supported by a Service Manager and the head of children's services who also has an overview of the whole fostering service. The Family Placement Team are supported by dedicated administrative staff.

The Adoption service was also recently inspected and the report can be found at www.careinspectorate.com

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 4 - Good

Quality of staffing - Grade 5 - Very Good

Quality of management and leadership - Grade 4 - 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 or by calling us on 0345 600 9527 or visiting one of our offices.

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

The findings are based on a short notice announced Inspection carried out between Wednesday 4 November and Friday 13 November.

We carried out a range of activities and considered information from a variety of sources including:

Discussion with foster carers, staff members, management, panel members and other professionals including allocated social workers.

Feedback in writing was provided by a range of stakeholders.

Review of documentation included some children's files, carers files, policies and procedures, team meeting minutes and other quality assurance information.

We spent time in the office in Lawfield PS and Dalkeith SWC, observed a fostering panel, held a focus group with carers, visited other carers at home and spoke to other stakeholders on the phone.

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

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 self assessment was well completed and provided a good outline of the strengths and areas for further development across the quality themes and individual statements.

Taking the views of people using the care service into account

During this inspection we had access to a number of sources of feedback from young people of the service, specifically the service's own survey and the feedback children provide to the fostering panel. We met with a group of carers and visited 4 carers at home. We spoke with others on the phone and also received written feedback.

Taking carers' views into account

We did not speak with families during this inspection. Families views on the service were reflected in planning meetings for children and in other documentation we looked at.

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: 4 - 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 after an examination of: the self-evaluation returned to the Care Inspectorate, the previous inspection report, service user questionnaires, placing agencies feedback and any notifications and complaints we received.

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.

The service was performing to a very good standard for this statement. The following strengths were evidenced on the inspection and we could also see that outcomes for children and young people were very good.

The self assessment provides a good outline of the efforts aimed at encouraging service users to take part in improving the service and good evidence of these being used.

We saw the effective involvement and influence of service users during the inspection. The service has a proactive approach to getting feedback from

service users and does this through the participation group, young persons focus group, the annual survey, feedback from training and in individual supervision with carers. This is complemented by a concerted effort on the part of the organisation to properly involve service users exemplified by the development of the champions board.

The service takes advantage of existing panel processes to get feedback from carers, young people and other stakeholders. We heard that the panel chair and team manager regularly review the feedback received related to panels.

More informal opportunities have been maintained, including the summer barbeque, Christmas party and the recent coffee and cake event. Although the latter was ostensibly a meet and greet for the new manager this is something the service is considering continuing with.

Staff, carers and other stakeholders are encouraged to take part in the annual care inspectorate inspection and provided extensive written and verbal feedback during this inspection.

The service has made a concerted effort to develop and improve group support opportunities. The post approval group (run in conjunction with another local authority), the men's group and the newly reinstated support group for all carers have been well received by carers. The latter has also embedded a participation group which ensures a focus on carer involvement across the service. We were also aware of the continued development of the sons and daughters group (now co-led with a young person) and the establishment of a 'young person focus group'.

We were impressed with the efforts to improve involvement both within the service and in relation to the broader organisation. We noted that this was developed with the further investment in relationships with independent advocacy agencies.

There is a specific policy for participation of young people, which outlines the rationale for participation and includes a good outline of the potential opportunities young people have to participate.

As well as providing a report to the carer's review young people are also consulted in supervisory meetings. The birth children of carers are also asked for their views at the annual review and also a key part of the initial assessment of carers.

Carers are fully involved in the assessment process and play a central role in the matching and linking of children. Carers are also expected to develop close working relationships with social workers and other professionals and are supported in this by their supervising social worker.

The carers we heard from expect to be involved in all aspects of the service and feel empowered to do so largely through their relationship with individual workers. The carers feel respected and listened to and we saw that they encourage children and young people to also have their voice heard. We also saw evidence of carers being encouraged to be involved with other organisations at a national level.

We were impressed with the efforts to support carers and their families and to improve involvement both within the service and in relation to the broader organisation. We noted that this was developed with the further development of relationships with independent advocacy.

The evidence above showed some real strength in this area and we could also see that outcomes for children and young people were very good. Young people are empowered to have their voice heard, the carers expect to have their views listened to and action to be taken. They also expect to have access to senior staff and the organisation is good in making this happen.

Areas for improvement

We found that there had been a number of missed opportunities in the last year and while we would recognise the challenges to taking every opportunity we were convinced that a more focussed approach would be helpful for incremental achievements. We would suggest that the service has a specific area for participation in any service development plan. We would encourage

this to include the involvement of service users in recruitment and appraisal of staff, developing the carer training plan, and further development of chronologies. The service should refer to their own looked after children participation policy to ensure that all young people are aware of the opportunities available and the responsibility of the service to ensure these opportunities exist.

While there were some specific examples of the influence that service users have had e.g. in the format of questionnaires, the development of carer profiles and the agreement to provide ID cards, carers found it difficult to talk about their role in the development of the service or the influence they have had over the last year. We would suggest that the service provides carers with an annual overview of the influence they have had and opportunities for taking part in the future. This would improve the confidence that carers have in their ability to influence positive change and may reduce the frustration of some that things take a long time to happen.

The service is gathering feedback from service users from a various number of resources but we did not find any clear evidence of this being collated, analysed and used to inform changes or developments.

The service provides quarterly newsletters to carers but some of the carers we spoke with did not seem aware of recent newsletters. We would encourage the service to make these newsletters available to other stakeholders. We would encourage the service to speak to the carers about the potential content of these newsletters as we heard some clear ideas from the carers we spoke with.

From speaking with carers we heard a number of ideas for improving participation including: a 'carer representative', electronic feedback, buddying/mentoring.

On balance and in recognition of efforts made to address areas for improvement from last year the service has maintained quality in this area and will be evaluated as very good grading for this theme statement.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

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

This statement was examined after an examination of: the self-evaluation returned to the Care Inspectorate, the previous inspection report, service user questionnaires, placing agencies feedback and any notifications and complaints we received.

While this statement was examined as we are looking at the educational outcomes for children and young people in this inspecting year, we are interested in all improved outcomes for children and young people and the parts played by care services in achieving these.

The self assessment clearly outlines the core elements of the work that the service does to achieve this and we found enough evidence on the inspection to convince us that the service remains good in this area.

All foster carers told us they currently received a very good service which supported them and their families well. The level of support for carers was very good and carers consistently referred to the availability of key staff and the sense that they were always available and willing to support at any time.

All of the carers we spoke with reflected positively on the availability of training and other professional development opportunities. There was a particular emphasis on the 'team teach' training provided to carers and a number of comments on this being available to individual families focussing on the specific needs of the child placed with the foster family.

The respective files for carers and children are well presented and plans are clear about the needs of children, the desired outcomes and how these will be met.

The matching process in the last year was consistently identified by those we heard from as an area of strength and reflected what some referred to as a culture change away from resource led decisions to what one carer described as a better understanding of the child and the fostering family. We were satisfied that contrary evidence we received preceded the last inspection but we were concerned that a negative perception persisted with some carers. The service should consider how it evidences and communicates this 'new' approach to matching.

We were convinced from speaking to almost all team members that there was a shared commitment to identifying who could provide the best care to individual children rather than what was described as a 'heads on beds' approach previously. We were satisfied that matches were made to ensure that placements had the best chance to succeed. We also heard about the development of the disruption policy and looked at the completion of disruption meeting which were clearly seen as an opportunity to learn any lessons.

Support for carers is very good and this is evidenced in regular visits, regular telephone calls, support groups, professional development opportunities (as part of an established training plan). We were specifically encouraged to hear about the further development of the post approval programme and a commitment to providing 'raising children with confidence' 12 week course. Feedback from carers at annual reviews is overwhelmingly positive as was the feedback received during this inspection.

We heard a number of reports from those we spoke with during the inspection about good outcomes for young people and saw this in other evidence. It was clear that children and young people have been helped to develop in a number of areas: engagement and achievement in education (improved attendance and relationships with peers); becoming more active in the community (accessing leisure and sporting activities); and finding permanence for children in nurturing placements.

We were encouraged that the service has committed to improving its linking with locality teams and this has directly benefitted children where fostering service staff have worked in partnership with locality workers to support placements when there are difficulties. This has ensured continuity of care in

these circumstances and may have reduced the number of placements in some of the cases we looked at.

We heard a number of examples where the service offered direct specific support to care for individual children including additional team teach training, direct work with children by fostering service staff and advocating on their behalf to education and health specialist services.

We were satisfied that the service used multiple means for recruiting carers. In the past year the service had a clear strategy for the recruitment of new carers. They have made a concerted effort in this area and will review the implementation of this strategy with the intention of learning from the experience. We look forward to hearing about this at the next inspection.

We heard from the service that they were giving consideration to the impact of continuing care legislation and we heard from senior staff about plans to prepare for this development. We will look at how this has developed at the next inspection.

While the placement of children with carers out with their approval range have not decreased in the past year we found that the process for agreeing these and the scrutiny applied to these decisions (through management and the panel) had been improved since the last inspection.

Carers raised the issue of access to leisure facilities and specifically the provision of 'leisure access cards' for carers. We heard from the provider that from January 2016 these cards will be provided to carers as well as young people. We will look at the implementation and impact of this action on outcomes for young people at the next inspection.

Areas for improvement

We heard from a number of people and saw in children's files evidence of delays in decision-making. This was at times related to changes in staffing and at other times the reasons for the delay were unclear. Service was aware of delays and we would encourage them to consider how they resource these cases to take them forward. We were satisfied that the 'framework for permanence' combined with improved partnership with locality staff was

having an impact but we still considered that delays remained significant and could potentially affect outcomes for children and young people. We look forward to hearing about further improvement in this area at the next inspection.

We found that while there was good evidence of regular visits to carers we also found contrary evidence where there were significant gaps between visits which was inconsistent with the service's policy aimed at best practice. These appeared to coincide with summer holiday periods. We would suggest the service considers how it maintains level of support during holiday periods.

Unannounced visits were inconsistent across the files we looked at and there was evidence that the regularity of these did not match the service policy which was aimed at achieving best practice.

From discussion with some carers, a specific finance issue remains an ongoing issue and they appeared frustrated at the lack of clarity about this. We accept that the service is currently considering this matter and we will look at this again at the next inspection. The service should ensure that carers are clear about timescales for coming to a final decision.

One specific improvement idea from carers we think the service should consider is electronic recording and reporting (for carers) - two carers were clear that this would help improve communication and reduce time spent on administrative tasks.

We heard from staff about the proposal to undertake a skills audit to inform training planning for the future. We will look at progress in this area at the next inspection.

The status of the disruption policy was unclear and there was some variance in the format of these meetings. We were unable to find the formal record of one disruption meeting in the relevant carers file. We accept that this is a policy under development but we would expect to see evidence of fuller implementation at the next inspection and consistency of practice.

Training for carers was raised by a number of respondents and while comments

were largely positive some did comment on what should be considered mandatory and there was a view that the training list could be a bit more ambitious for carers. We would suggest that the service consults widely with carers on the training plan.

On balance the service is evaluated as good in this area with some clear areas for improvement which we will look at the next inspection.

Grade

4 - 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

This statement was examined after an examination of: the self-evaluation returned to the Care Inspectorate, the previous inspection report, service user questionnaires, placing agencies feedback and any notifications and complaints we received.

(Please see also Theme 1, Statement 1, Quality of Care and Support: "We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.")

At this inspection we considered that the performance of the service was very good for this statement.

Areas for improvement

In addition to the relevant areas of improvement identified at Quality Theme 1, Quality Statement 1 we would reiterate here that the service should the involvement of young people and foster carers in the recruitment and development of staff, and panel members.

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

This statement was examined after an examination of: the self-evaluation returned to the Care Inspectorate, the previous inspection report, service user questionnaires, placing agencies feedback and any notifications and complaints we received.

The self assessment clearly outlines the core elements of the work that the service does to achieve this and on the balance of evidence the service is evaluated as being very good in relation to this statement.

We found that staff are very motivated, committed to their work, have good relationships with each other, with carers, with young people, with managers and with other stakeholders. Evidence from the survey emphasised that fact that carers felt well supported by their allocated worker.

The appointment of a new manager at the turn of the year has had a very positive impact on the morale of staff. We found that staff were very positive about their work and described an increased confidence to contribute to the team and come up with ideas.

There is a clear view that staff can take on leadership roles for specific areas e.g. recruitment or training, and we found that supervision and appraisal were embedded and staff largely reported positively on these.

Team meetings are greatly valued and all members of the team are committed to attend and contribute. We observed a team meeting and noted that the discussions were full and at times robust but from this and looking at other meeting minutes there was clear evidence that staff felt empowered to have their voice heard.

Good development opportunities are accessible. The service tries to keep up to date with developments at a national level and maintains good links with other local authorities. Fostering service staff now sit on fostering panels for other local authorities and we heard the positive effect this has had on sharing practice and increasing knowledge.

This is a team of experienced practitioners, there is a low level of sickness and there has been little turnover in the last year; this all evidences a settled group of staff. There was some contradictory evidence on turnover of staff and numerous changes in link social workers but we were satisfied that these were historical issues. Even so we would encourage the service to continue to communicate with carers on staffing issues, perhaps through the newsletter.

There is a shared sense of purpose within the team and in individual discussions and from looking at team meeting minutes we found there was a clear focus on four main areas for development; links with locality teams, rigorous matching, effective supervision, and support groups (for children and fostering families). In addition to these the team had a clear commitment to the recruitment of high quality carers and spoke coherently about improving screening processes in the past year.

The fostering panel members have access to training and development opportunities and make good use of 'business' meetings to consider their own functioning and any areas for further development. There is a considerable wealth of experience on the fostering panel and we were satisfied that new panel members were provided with some support to fulfil their role but this could be improved.

We found that the knowledge and experience of the administrative staff within the service was very good and the role they have in supporting the work of the service and coordinating the fostering panel is key. They are a consistent presence within the service and this provides some reassurance to staff, carers and panel members.

Areas for improvement

One finding from the survey of carers required some consideration for the team. A quarter of those responding reported that they didn't get good information on the children they were asked to care for. We would expect to see improvement in this area as part of any service development plan and will consider this at the next inspection.

The development of links with locality teams are at an early stage and there is still some room for improvement in the development of these relationships.

The panel members we heard from noted a general improvement in the quality of assessment and reports in the last year but still considered that there was a variance in quality. We would intend to look at this again at the next inspection with a view to finding evidence of further improvement.

On balance considering the evidence gathered we feel that the service should be evaluated as very good in this area.

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: 4 - 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

This statement was examined after an examination of: the self-evaluation returned to the Care Inspectorate, the previous inspection report, service user questionnaires, placing agencies feedback and any notifications and complaints we received.

(Please see also Quality Theme 1 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.")

At this inspection we considered that the performance of the service was very good for this statement.

The carers we spoke with largely felt that management was accessible and we heard that they felt they could contact the team manager and the service manager at any time. They appreciated that management had attended support groups and had made a good effort to engage with carer groups.

Areas for improvement

In addition to those areas for improvement identified at Quality Theme 1. Statement 1. and Quality Theme 3. Statement 1 we would suggest that the service also looks at: service user involvement in the recruitment of senior staff,

establishment of a forum where senior managers meet with carer representatives; and 'You said we did' communications in relation to service and larger organisational feedback.

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

This statement was examined after an examination of: the self-evaluation returned to the Care Inspectorate, the previous inspection report, service user questionnaires, placing agencies feedback and any notifications and complaints we received.

At this inspection we considered that the performance of the service was good for this statement.

The management and leadership of the service was highlighted as a positive for those providing feedback to the inspectors. Managers are seen as approachable and available to staff and carers. There was a consensus that the change in management had affected a positive culture change within the service. This change was described in relation to matching as moving away from heads on beds to thinking who can best care for this child. One of the carers we spoke with also noted that she felt her family was now being viewed as a fostering family rather than a 'resource'.

The service continues to have well established quality assurance processes which are largely effectively implemented and discussed throughout the report.

- Review of carers (incorporating reports from fostering families, young people, social workers)
- Reviewing processes for all placements
- Monthly visits
- Unannounced visits
- Panel feedback forms
- Panel business meetings
- Supervision of staff
- Team meetings

- Practice development meetings
- Support groups
- Review of policies and procedures
- Panel annual report
- Feedback to FPT on assessment reports

The service has a fostering service action plan which is formulated against the inspection theme statements and outlines the actions required and evidence provided for completion.

The panel was described as having improved in the last year and there was a specific reference to the high quality of leadership of the panel chair; running the panel and ensuring that the work of the service was properly scrutinised in the panel. We also heard that feedback from those attending the panel was reviewed by the chair and team manager on a regular basis. The chair has regular meetings with the service manager and a system of appraisal is in place.

Areas for improvement

The service would benefit from a clear, outcomes focussed service development plan which incorporates: findings from the inspection, the focus areas already identified by the team (See Quality Theme 3, Statement 3), specific plans for participation and any outstanding issues from the previous 'action plan'. This should be a SMART plan and must be developed in consultation with young people, carers, staff and other stakeholders.

The service should also take forward other developments discussed during the inspection, including:

- full implementation of the disruption policy to ensure consistent practice,
- an analysis of 'matching' practices to increase learning and evidence impact of changes,
- report on technical issues related to file auditing to ensure these are properly recorded,

- encourage the completion of reports from allocated social workers to panel reviews,
- ensure some consistency in the recording of carer supervision/visits;
- the involvement of service users and staff in the completion of the self assessment.
- the involvement of service users and staff in the review of aims and objectives of the service

The service has addressed areas for improvement from last time (e.g. panel feedback forms, permanence framework to improve knowledge of permanence planning, and the appointment of a new manager which has improved the confidence of staff to use their experience and knowledge.) and on balance remains good in relation to this theme statement.

Grade

4 - 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

1. The agency should ensure that every young person has a personal risk assessment of their needs completed which includes a risk management plan to safeguard young people and carers. This is in line with best practice and up to date knowledge and practice.

National Care Standards for foster care and family placement services: Standard 13:3 Management and Staffing and Standard 2:2 Promoting good quality care

This recommendation was made on 26 August 2014

During this inspection we have randomly sampled files alongside specific case tracking and we were satisfied that the relevant action has been taken.

2. The provider should ensure they use methods that reflect up-to-date knowledge and best practice guidance, and that the management are continuously striving to improve practice.

National Care Standards for Foster Care and Family Placement services: 13.3 Management and Staffing.

This recommendation was made on 26 August 2014

On this inspection we found that the appointment of a new manager had added expertise to the team and empowered staff to use their own knowledge and experience to improve the service.

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
26 Aug 2014	Announced	Care and support 4 - Good Environment Not Assessed Staffing 4 - Good Management and Leadership 4 - Good
16 May 2014	Announced	Care and support 2 - Weak Environment Not Assessed Staffing 4 - Good Management and Leadership 3 - Adequate
27 May 2013	Announced (Short Notice)	Care and support 5 - Very Good Environment Not Assessed Staffing 5 - Very Good Management and Leadership 4 - Good
22 May 2012	Announced (Short Notice)	Care and support 4 - Good Environment Not Assessed Staffing 4 - Good Management and Leadership 4 - Good
23 Feb 2011	Announced	Care and support 4 - Good Environment Not Assessed Staffing Not Assessed

		Management and Leadership	3 - Adequate
15 Mar 2010	Announced	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good 4 - Good
5 Mar 2009	Announced	Care and support Environment Staffing Management and Leadership	2 - Weak Not Assessed 3 - Adequate 3 - Adequate

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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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