

Rossie Secure Accommodation Services

Secure Accommodation Service

Rossie Young People's Trust
Montrose
DD10 9TW

Telephone: 01674 820204

Type of inspection:

Unannounced

Completed on:

26 July 2018

Service provided by:

Rossie Young People's Trust

Service provider number:

SP2003000292

Service no:

CS2003001447

About the service

Rossie Secure Accommodation Services is provided by Rossie Young People's Trust, an incorporated association and registered charity. The Trust is managed by a Board of Governors. The service offers a total of 18 places to young people, with an additional emergency bedroom.

The service is situated in a rural location, approximately five miles from Montrose. The building is purpose-built and is divided into three house units, each with six en suite bedrooms. Each house has a living room, dining room, kitchen, small multi purpose room for young people to use and a staff office.

Additional facilities include a secure reception and garage, meeting and contact rooms, a fully equipped dental and medical surgery, and catering kitchen. The service has a secure, purpose-built education unit and a swimming pool, gymnasium, fitness suite, secure outdoor courtyard, all-weather pitch and large grounds, including gardens.

The service states that it aims to "provide a safe, supportive and stimulating environment in which young people can achieve their full potential, develop respect for themselves and for others and be supported to understand and acquire the attitudes and skills that will enable them to return to their communities as successful citizens".

This service has been registered since April 2002.

What people told us

Inspectors met with all of the young people in all three units. Some spoke to the inspectors individually, some more generally and some during activities and meals.

In two of the units young people were generally very positive about their care and support, and their relationships with both staff and each other. Some asked that some individual issues were shared, however, their overall comments were good and there were many aspects of their care which they were very happy with. Most were quite content to be at Rossie.

In the third unit young people were less positive. They were unhappy at recent staff changes and were concerned about intimidation from peers. They were also affected by the heat of the units (see report).

Thirteen young people returned questionnaires to the Care Inspectorate prior to the inspection. In response to the question "Overall I am happy with the quality of care and support I get here?" three strongly agreed, six agreed, three disagreed and one strongly disagreed.

All placing social workers were sent an email asking for feedback about the service. Four responded. Responses were very positive about the relationships between staff and young people, with staff advocating well on behalf of young people. Most who responded stated that staff were professional and information sharing and reports of a good standard. One had concerns about how incidents were reported and felt the service were inclined to overly focus on positive behaviour. There were positive comments about education and excellent management and leadership, and care and support which was focussed on the young person.

Self assessment

The Care Inspectorate did not request a self assessment document to be submitted for the inspection year 2018/19.

Throughout the year the service had measured their progress in a range of ways, including the completion of a comprehensive self assessment measuring evidence and impact against the new Health and Social Care Standards.

From this inspection we graded this service as:

Quality of care and support	5 - Very Good
Quality of environment	5 - Very Good
Quality of staffing	4 - Good
Quality of management and leadership	5 - Very Good

Quality of care and support

Findings from the inspection

Young people spoken with stated that they had good relationships with most, or all, of the staff team and had key staff they were comfortable talking to. Staff were encouraging and enthusiastic and supported young people to succeed.

Staff understood the relational approach promoted by the organisation and the benefits of safe and enabling relationships with young people. In most of the units this was apparent with young people engaging well with familiar staff. In one of the units there had been unavoidable, but significant, staff changes which had resulted in the young people feeling some staff were less approachable and that the group was less settled. The organisation were aware of this, and of the group dynamic amongst young people, and considering how this could be best supported.

Care and support needs were identified through initial and ongoing assessment. Initial assessment was carried out by psychology and healthcare professionals and identified key areas of support and risk. 'Team around the child' meetings brought the care, education and specialist interventions services (SIS) team together with the young person to share information and discuss support, outcomes and future plans. Meetings were scheduled across the service to ensure that key participants were available to attend and their contribution could be prepared in advance. The collaborative and dynamic nature of the meetings ensured that decisions were clear and shared, and that everyone involved was in agreement about progress, risk and strategies of support.

The SIS team provided evidence-based therapeutic interventions tailored to meet individual needs. Young people engaged well with staff from the team who were responsive to their identified needs. Wellbeing webs could be more consistently used (across units) to evidence the progress young people had made.

The service continued to recognise the challenge, and balance, of care and control within the secure setting. Strategies to ensure the safety of young people had been increased, with increased training and safety checks offering a higher level of supervision and support. Bullying workshops, alongside the increased focus on compassion and kindness promoted more positive wellbeing, however, it remained a real challenge to provide a safe environment free from implements with which young people could self harm.

Significant attention had been paid to the admissions process, and how this could be as positive as possible for young people moving in. The introduction of the breakfast club had also been of benefit with staff noting

that young people were seen to attend and were more ready and engaged in their educational day. Throughcare was also a real strength of the service, for the young people in both the secure and open settings with a comprehensive programme of life skills development. Young people had greater opportunities to prepare for their life after Rossie in both life skills development and involvement in community based activities (dependant on their progress and risk assessment).

Healthcare provision was very good and offered young people the opportunity to 'catch up' on healthcare treatments they had sometimes missed (for example vaccinations, optician and dental care). The service employed a nurse and healthcare assistant who knew the young people well. They were able to promote and support good health, and supported visiting healthcare professionals (for example GP, dentist, optician). Opportunities to promote physical health and wellbeing were generally good with young people supported by care staff, the SIS team and through focussed work in education on topics such as healthy eating, bullying, and a wide range of indoor and outdoor activities. A real focus was placed on kindness and compassion with young people identifying ways they could develop and promote these qualities and be mindful of their positive mental health.

Young people engaged very well with education. The school did not form part of this inspection (being registered and inspected by Education Scotland), however, formed an important part of the holistic care, support and progress made by young people. Young people achieved well in school, and were keen to attend. School added routine and structure and the opportunity to grow in confidence in many settings, in addition to accredited learning. Many social and healthcare topics were part of the school curriculum.

Effective child protection procedures were in place. All staff received training in relation to their safeguarding responsibilities with clearly identified key staff responsible for child protection matters. When necessary significant incidents were well reported and investigated, with clear links with external agencies and good information sharing with relevant stakeholders.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 5 - very good

Quality of environment

Findings from the inspection

There had been significant improvement in the indoor and outdoor environment since the last full inspection in April 2017. Improvements were made almost immediately after this time and seen at the follow-up inspection in January 2018. Progress had continued with the communal areas of each of the units.

Communal areas had carpets, wallpaper, curtains, softer lighting, pictures and soft furnishings. These created a pleasant living space and more homely environment than previously. Separate dining rooms had been created with large enough dining room tables for young people and staff to eat together (and which turned into pool

tables outwith meal times). The 'softer' environment contributed to a calmer more relaxed atmosphere with greater scope for positive interaction between young people and staff.

There was very good use of the outdoor environment with many opportunities to support learning and health and wellbeing. There were many examples of young people being involved in growing food, cycling and walks in the outdoor environment. Plans were in place to increase these opportunities further with relaxed outdoor areas and through developments such as the Eco Schools Award.

On site facilities included a secure courtyard with Astroturf for sports, a games hall, conditioning suite, swimming pool, and dance studio. The final touches were being completed for a new beauty room. Additionally young people were seen to be involved in a number of activities of interest in their individual units, including craft and artwork, beauty and pamper nights board games and dance. Young people were encouraged by staff to plan their free time to ensure that the group could access the facilities available and alleviate boredom.

Comprehensive systems were in place to ensure that appropriate safety checks were carried out and any remedial work carried out promptly. An on-site maintenance team and gardeners ensured that the indoor and outdoor environment was maintained to a high standard.

At the inspection of April 2017 an issue was highlighted regarding the heat in the bedrooms. This continued to be an issue raised by young people. An action plan submitted after the last inspection identified possible solutions to this, including the use of solar film on the windows. As it was necessary to wait for the summer months to trial this it was not possible to ascertain whether this would be successful or not. In the interim remedial measures such as free-standing fans had been introduced. This will be examined further at the next inspection. **(See recommendation 1.)**

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. Continued attention should be given to resolve the issue with the heat within the units and provide a more comfortable temperature, particularly in hot weather.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state that 'My environment has plenty of natural light and fresh air, and the lighting, ventilation and heating can be adjusted to meet my needs and wishes'. (HSCS 5.19)

Grade: 5 - very good

Quality of staffing

Findings from the inspection

A positive, motivated, and skilled staff team had a shared commitment to supporting young people to achieve positive outcomes. They understood the importance of positive relationships with young people and were caring

towards them. There was a lot of fun and laughter in the units and a calm and sensitive approach to young people.

Staff recruitment procedures were thorough, and included young people as part of the recruitment process. Successfully recruited staff received a comprehensive practice induction programme. The newly introduced programme included use of a staff induction workbook, mentoring from experienced staff and a personal development plan and early appraisal and performance review.

Existing staff were well supported through team meetings and on-going informal support from colleagues and managers. All staff had access to good quality training to enhance their practice. Opportunities for professional and career development within the organisation were good. Post registration training and learning (PRTL) days ensured staff had protected learning and development time.

Changes to the staffing structure provided increased opportunities for staff to receive the support of senior colleagues. Key values had been incorporated into training and policies and reflected a positive change to the culture of the organisation **(See 'Quality of management and leadership')**. Collaborative working across care, education and specialist intervention services (SIS) was good, with each recognising the importance of their specific but intertwined roles to achieve the best possible outcomes for young people.

Due to specific circumstances there had been a need to redeploy staff across the service. This had understandably led to significant staff changes for some young people, who were missing their familiar staff and keyworkers. This was a temporary situation which senior managers were keen to resolve as soon as possible (but significant to young people at the time of the inspection).

Supervision was recognised as an important part of staff support and professional development. Clear procedures were in place for the supervision of staff and included formal supervision, informal peer and senior support, and opportunities for group supervision. In some units the organisational expectation of the frequency supervision was not being met. **(See recommendation 1.)**

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. All staff should receive formal supervision at the frequency required by the organisation.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state that 'I have confidence in people because they are trained, competent and skilled, and are able to reflect on their practice and follow their professional and organisational codes'. (HSCS 3.14)

Grade: 4 - good

Quality of management and leadership

Findings from the inspection

Management and leadership was very strong.

The Chief Executive Officer (CEO) had a clear vision for the service and had inspired the workforce to have a 'can do' attitude. Initiative was promoted, and the values of Rossie, expectations and accountability clear for all staff.

Senior staff were confident in their teams and proud of their skills and enthusiasm. Management (at all levels) were visible and listened to staff. Staff felt well supported and valued with high staff satisfaction levels in most areas of work.

The Board of Governors had an important role in relation to Governance. They were a well-informed and knowledgeable group and worked well with the CEO and manager to deliver improvements across the service. Structured meetings and visits to staff and young people ensured they were aware of important issues.

The organisation had a proactive approach to the development of the service. There were a large number of plans for the future which were part of comprehensive business and action plans. The business plan identified clear objectives and how and when these would be met. A variety of meetings were in place to ensure information was cascaded throughout the staff team, with all staff encouraged to contribute to the success of the service through sharing ideas and contributing to change.

A number of initiatives were in place to ensure that key stakeholders had the opportunity to provide feedback which would lead to improvement. These had included confidential staff and young people surveys which had provided very positive responses (from both) about living and working at Rossie. The complaints procedure had been reviewed to be more responsive and provide a clear and timeous response to young people.

A comprehensive self assessment had been completed measuring the strengths and areas for improvement of the service against the recently introduced Health and Social Care Standards. The (draft) document provided extensive examples of the ways in which Rossie supported young people.

The organisation were well represented at external groups which influenced the future of secure care, and initiatives to support young people generally. They had received Scotland Excel Supplier Excellence Awards in both innovation and workforce development.

Various auditing systems were in place, however, were not all effective in ensuring the correct information was captured to inform analysis and ensure best practice. There were significant gaps in the auditing of some important documents (for example incident recording and staff supervision). Where there had been significant incidents there had been comprehensive reviews, lessons learned and action plans which had led to service improvement. **(See recommendation 1.)**

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. Auditing systems should be further developed to ensure they provide effective analysis of significant information, and lead to ongoing service development.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state that 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes'. (HSCS 4.19)

Grade: 5 - very good

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Complaints

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

Enforcement

No enforcement action has been taken against this care service since the last inspection.

Inspection and grading history

Date	Type	Gradings	
10 Jan 2018	Unannounced	Care and support Environment Staffing Management and leadership	Not assessed Not assessed Not assessed Not assessed
7 Feb 2018	Re-grade	Care and support Environment Staffing Management and leadership	Not assessed 4 - Good Not assessed Not assessed
31 May 2017	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good 3 - Adequate 4 - Good 5 - Very good
18 Aug 2016	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good Not assessed
16 Aug 2015	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good 4 - Good 5 - Very good 4 - Good
27 Nov 2014	Unannounced	Care and support Environment Staffing Management and leadership	4 - Good 4 - Good 5 - Very good 4 - Good
21 Mar 2014	Announced	Care and support Environment Staffing Management and leadership	5 - Very good 4 - Good 5 - Very good 5 - Very good
28 Jun 2013	Unannounced	Care and support Environment Staffing	5 - Very good 5 - Very good 5 - Very good

Date	Type	Gradings
		Management and leadership 4 - Good
28 Feb 2013	Unannounced	Care and support 4 - Good Environment Not assessed Staffing Not assessed Management and leadership Not assessed
4 Dec 2012	Unannounced	Care and support 4 - Good Environment 5 - Very good Staffing 5 - Very good Management and leadership 4 - Good
22 Jun 2012	Unannounced	Care and support 4 - Good Environment 5 - Very good Staffing 5 - Very good Management and leadership 4 - Good
20 Jan 2012	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing 5 - Very good Management and leadership Not assessed
26 Jul 2011	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing Not assessed Management and leadership 5 - Very good
10 Jan 2011	Unannounced	Care and support 4 - Good Environment Not assessed Staffing Not assessed Management and leadership Not assessed
12 Jan 2010	Unannounced	Care and support 4 - Good Environment Not assessed Staffing Not assessed Management and leadership 4 - Good
1 Sep 2009	Announced	Care and support 4 - Good Environment 4 - Good Staffing 5 - Very good

Date	Type	Gradings	
		Management and leadership	4 - Good
26 Mar 2009	Unannounced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	3 - Adequate
7 Aug 2008	Announced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and leadership	3 - Adequate

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