



Renfrewshire
Council

To: Education and Children's Services Policy Board

On: 22 August 2019

Report by: Director of Children's Services

Heading: Inspection of a Registered Service – Throughcare Housing Support

1. Summary

- 1.1 The Throughcare Housing Support Service was inspected on 31 May 2019 by the Care Inspectorate as part of inspection regime of the national regulator for care services. The purpose of the inspection was to evaluate the quality of care provided to the young people using the service. The inspector assessed the service with a focus on three quality indicators which were: care and support; staffing; and management and leadership.
 - 1.2 The inspection was unannounced and the service was graded as "Good" in each of the three domains. There were 2 recommendations made and no requirements.
 - 1.3 The service had been inspected in May 2018 and had been graded as weak in the quality indicators of care and support; staffing; and management and leadership. This report, which was considered by the Education and Children's Services Policy Board on 23 August 2018 identified several areas for improvement and 7 requirements and 6 recommendations in relation to the service.
 - 1.4 Immediately following the inspection, Children's Services acted to address the recommendations and requirements made by the Care Inspectorate. An action plan was agreed and regularly reviewed. An update report was presented to the Education and Children's Services Policy Board on the 17 January 2019. During the recent inspection the Care Inspectorate found that all 7 requirements made last year had been met within timescales.
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2. Recommendations

- 2.1 The Education and Children's Services Policy Board is asked to note the outcome of the Care Inspectorate's inspection of the Throughcare Service in May 2019 which found improvement in each of the domains reviewed.
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3. Background

- 3.1 Social care services are subject to a range of audit and scrutiny activities to ensure that they are undertaking all statutory duties and providing appropriate care and support to vulnerable individuals and groups. In addition to service-wide inspection, individual registered services are subject to regular inspection by the Care Inspectorate. Typically, residential facilities will be subject to two inspections per year, including at least one unannounced inspection. Other services are likely to be inspected annually or bi-annually.
- 3.2 The Care Inspectorate may impose requirements and/or recommendations in its inspection reports. Requirements are legally enforceable and set out what is required by a care service to comply with the Regulation of Care (Scotland) Act 2001 or with the conditions of registration. A recommendation will set out an action that would improve or develop the quality of the service, but failure to meet a recommendation would not result in enforcement by the Care Inspectorate.
- 3.3 Renfrewshire's Children's Services Social Work have 11 registered care services including residential children's houses, Fostering and Adoption services and the Throughcare Service. The Throughcare Service provides support to young people who were looked after and accommodated by the local authority.
- 3.4 Renfrewshire Council's Through Care Housing Support Service provides young people with support through the provision of accommodation in either Charleston Square or satellite flats. Charleston Square is a purpose-built supported housing development in Paisley offering 10 self-contained flats for individual young people. Charleston Square has staff on site 24 hours each day. The satellite flats are situated in a range of locations across Renfrewshire. Young people living in the satellite flats are supported on an outreach basis by the Throughcare team.
- 3.5 The Care Inspectorate made an unannounced visit to the Throughcare Service on 21 May 2019. The inspectors graded the service as good in three areas: the quality of care and support; the quality of staffing; and the quality of management and leadership. The Care Inspectorate made 2 recommendations in respect of the service and the report was very positive about the improvements that have been evidenced since they last inspected in May 2018.

- 3.6 The Care Inspectorate undertook an unannounced inspection in May 2018 and graded the service as weak in the 3 quality indicators it assessed, making 7 requirements and 6 recommendations. The report identified a number of areas for improvement in relation to staffing levels, training and development; the recording of care planning and risk management for the young people; notification processes to the Care Inspectorate of reportable incidents; and quality assurance arrangements. The report did also highlight some strengths in particular staff relationships with young people and the partnership with health colleagues.
- 3.7 Children's Services took immediate action to address the issues highlighted by the Care Inspectorate. In the main these issues related to staffing levels, training and development; the recording of care planning and risk management for the young people; notification processes to the Care Inspectorate of reportable incidents; and quality assurance arrangements.
- 3.8 While fully recognising the concerning issues highlighted in the 2018 report, strengths were also identified including working with partners in health, staff's knowledge of the young people and their ability to engage effectively with the young people. The report noted the feedback from the service users who spoke to the Inspector which was largely positive with young people advising that they felt supported.
- 3.9 Following the publication of the report, a robust improvement plan was developed and kept under close review. The progress of this improvement plan was reported to Board in January 2019.
- 3.10 It is heartening that the inspection in May 2019 found an overall improvement in the Throughcare Housing Support Service. The grades awarded are Good but crucially the inspector found many examples of positive changes which have made a real impact on the young people who live there. Furthermore the inspector found that all requirements made last year were met within timescales and only made 2 recommendations for the service going forward.

Quality of Care and Support - Good

- 3.11 During the Inspection, the inspector spoke with five young people from Charleston Square and one young person who lived in a satellite flat but had transitioned from Charleston Square. Overall, the feedback received from young people was positive and they all believed that the service had improved in the last year.
- 3.12 Inspectors looked closely at the child and adult protection systems implemented by the service and were assured by the joint work taking place with social work, health and the third sector to ensure vulnerable adults were kept safe. During the last inspection of the service, inspectors had found no evidence of care planning being effectively undertaken, but during this inspection they found significant progress in this area. Within their report they reference the fact that the young people all had a support plan which included a risk assessment and a chronology of significant events.

The young people they spoke with knew about their support plans and were involved in the creation and review of these.

- 3.13 The Care Inspectorate had previously highlighted that the service wasn't consistently reporting notifiable incidents to the Care Inspectorate in accordance with regulatory requirements such as the hospital admission of a young person and the absence of the registered manager due to sickness. During this inspection they reported that they were pleased to see managers and staff in the service were recording incidents and accidents and furthermore found a brief analysis of these incidents and acknowledgement of staff being debriefed after each event.

Quality of Staffing – Good

- 3.14 The Inspector noted improvements in the morale of the staff team and identified a number of important strengths. It was acknowledged that the staffing review and subsequent increase in resource had impacted positively on team members ability to undertake direct work with the residents of Charleston Square and the relationships between staff and the young people appeared to be very good. They were also pleased to see that the young people residing in Charleston Square had been involved in the recruitment of the new employees.
- 3.15 The inspection found that staff were receiving regular supervision and managers were using a clear framework to support their staff both personally and professionally. The employees spoken to by the inspector advised they were well supported, particularly those based at Charleston Square where a marked difference in staff support was found. Within his report the inspector also noted that he had seen lots of creativity in how the staff team were engaging with the residents at Charleston Square. He found evidence that staff were working with a freedom to implement new ideas and engage positively with the young people. This directly contributed to young people telling the inspector staff were friendly, helpful and engaged.

Quality of Management and Leadership - Good

- 3.16 The Inspector assessed that significant progress had been made in this area since the last inspection with a considerable effort made to ensure the Through Care service had a stable management structure. The interim manager at Charleston Square had embedded a range of new systems and structures that had been absent during the last inspection. In addition, the external manager had increased their presence which had resulted in a greater audit and scrutiny. The Inspector noted that a permanent manager had been appointed and was due to start, and a planned transition was in place to assist with another change for the service. The report commends the fact that young people from Charleston Square had interviewed all the candidates for this post and had been involved in the decision to appoint the successful candidate.

- 3.17 The inspector made 2 recommendations in his report. The first recommendation relates to how young people are referred to Charleston Square and assessed as appropriate admissions. This is an issue which the management team had already identified prior to the inspection. In response to this recommendation the service will develop a referral pathway protocol. This will help to identify the steps involved in ensuring that the service is appropriate for a young person. The referral protocol will evidence the screening discussions that are already taking place within the Throughcare Management Team. The Registered Manager will also begin to use a newly developed impact risk assessment tool. This tool is based on the Resilience Matrix and identifies additional supports to the care package; this allows further consideration of supports that Charleston Square can provide. A transition plan will also be devised for all young people moving into Charleston Square.
- 3.18 The second recommendation relates to ensuring that the staff caring for the young people have the right mix of skills and training to effectively meet the needs of those residing in Charleston Square. The service provided at Charleston Square is inclusive and responsive. Throughout the referral process and after a transition to Charleston Square it may be necessary to source additional training that is in response to a particular need experienced by a resident. The Service Manager is developing a training pathway for staff. The Registered Manager will utilise: supervision, team meetings and development days to discuss individual and team learning needs.
- 3.19 Whilst the inspector found a marked improvement in the service, there was still some areas for development. The report makes reference to concerns that young people, at times, moved into Charleston Square because it was the best alternative as opposed to the right placement. Consequently, the Inspector questioned whether some young people who moved into Charleston Square were not ready for the model of care provided there and required a more intensive level of support. He was also of the view that managers had a clear understanding of the service aims and objectives but that the staff did not. The service will consider these comments as part of the ongoing improvement agenda.
- 3.20 Renfrewshire Children's Services continues to be ambitious for our most vulnerable children and young people. Children's Services acknowledged the particular issues raised in the Care Inspectorate report of May 2018 and took immediate action to address these. Although pleased that the measures we put in place have been successful and this is reflected in the grades awarded following the inspection in May 2019 we wish to make further improvements. We are committed to continuing on the improvement journey and will continue to work hard to ensure the service provides a high quality service to the young people it supports.

Implications of this report

1. **Financial:** None.

2. **HR and Organisational Development:** Staff training and development plans are in place for all staff working in the Throughcare Service.

3. **Community/Council Planning:**

Our Renfrewshire is thriving: we strive for high standards of care across our services to offer our children and young people the opportunity to develop their full potential enabling them to contribute to a fairer society.

Our Renfrewshire is well: by providing an environment which encourages care, welfare and development the service play a crucial role in developing young people to participate in their community and become responsible citizens.

4. **Legal:** None.

5. **Property/Assets:** None.

6. **Information Technology:** None.

7. **Equality and Human Rights**

The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health and Safety:** None.

9. **Procurement:** None.

10. **Risk:** None.

11. **Privacy Impact:** None.

12. **Cosla Policy Position:** not applicable

13. **Climate Risk -** None.

List of Background Papers: none

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