

Milncroft Road RCU Care Home Service

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Unannounced

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Service provided by:
Glasgow City Council

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About the service

Milncroft Road RCU is a care home service for children and young people. The service is provided and managed by Glasgow City Council. Milncroft Road RCU is a purpose-built house. The service is registered to care for up to eight children and young people between the ages of 10 and 20 years. The house provides spacious and modern accommodation with each young person having their own bedroom with en-suite facilities. The house has two communal lounges and a large open-plan kitchen/dinning room. A large, enclosed garden offers opportunities for play and relaxation. At the time of this inspection, there were seven young people living in the service.

The provider of this service is a corporate parent, with statutory responsibilities to look after and accommodate children. This may mean that the duty to care for children and young people on an emergency basis, or with highly complex needs, is their highest safeguarding priority.

In these circumstances our expectations focus on outcomes and evaluations remain identical to those of all other providers. We may, however, provide some additional narrative in the body of the report to reflect the impact of these duties, should it be relevant to this particular service.

During our inspection year 2024-2025, we are inspecting against a focus area which looks at how regulated services use legislation and guidance to promote children's right to continuing care and how children and young people are being helped to understand what their right to continuing care means for them. Any areas for improvement will be highlighted in this report.

About the inspection

This was an unannounced inspection which took place on 8 July 2024 from 10:15 to 18:00 and 9 July 2024 from 06:30 to 15:00. The inspection was carried out by one inspector from the Care Inspectorate. To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection. In making our evaluations of the service we:

- spoke with five people using the service
- spoke with eight staff and management
- observed practice and daily life
- reviewed documents
- spoke with visiting professionals.

Key messages

- The majority of young people felt and were being kept safe.
- Consistent and skilled staff were supporting young people to develop trusting relationships and to improve their outcomes.
- Staff supported young people to have active and fulfilling lives.
- There was a strong commitment to continuing care with an expectation that young people remain in the service until they are ready to leave
- The service was committed to developing flexible and creative plans to meet the young people's specific needs and preferences.
- Children and young people were fully engaged in their care and support.
- There was continuous evaluation of children and young people's outcomes.

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support children and young people's rights and wellbeing?	5 - Very Good
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Further details on the particular areas inspected are provided at the end of this report.

How well do we support children and young people's rights and wellbeing?

5 - Very Good

We found significant strengths in aspects of the care provided and how these supported positive outcomes for young people, therefore we evaluated this key question as very good.

The majority of young people in Milncroft felt and were kept safe. Staff understood their needs very well and nurtured positive relationships.

Young people benefitted from a stable and consistent staff team who were knowledgeable in Nurture Principals and Trauma Informed Practice. This meant that young people were able to invest in safe and trusting relationships and experienced a reduction in risk taking behaviours. Staff and social workers confirmed that they have seen big changes in some young people's risks since living in the house. Staff had a high awareness of young people's needs and physical restraint was only used when other forms of de-escalation had been tried.

When relationships were difficult, we saw that staff made good efforts to try and repair the relationship.

The young people in Milncroft received good support to communicate what their outcomes should be, including advocacy where required. Their plans detail in their own words, what matters to them.

Young people's physical and mental health was given priority. Young people all had access to appropriate health professionals and the service was pro-active in encouraging a healthy lifestyle which meant that their needs were met promptly and comprehensively.

Young people's relationships with loved ones and people that were important to them were actively supported and promoted which had a positive impact on their emotional wellbeing.

Young people's interests were nurtured. Young people told us about activities such as day trips, trips to restaurants and concerts and holiday plans. All of these are fun activities that promote bonding and relationships with others in the house and with young people who had left the service.

There were good examples of young people receiving individually tailored support to attend or apply to school, college and/or employment. They all had realistic plans for ongoing education.

There is a demonstrable and enduring commitment to young people staying in the service, as they become an adult. Young people were able to make plans with the security of knowing that they could stay in Milncroft well into adulthood.

Young people were fully engaged in their care and support. Their views were sought and included within the care plans which were personally tailored. All of this was underpinned through the implementation of high-quality care planning and risk assessment strategies. We asked the service to continue to focus on ensuring that goals identified for young people are SMART (specific, measurable, achievable, realistic and time-bound) to ensure that their needs and aspirations are maximised.

Leaders ensured that the culture is supportive and empowering meaning that staff have taken ownership of the changes required since the last inspection to champion the best possible outcomes for children and young people.

Managers at all levels were clear about their responsibilities in monitoring the quality of young people's experiences and outcomes.

Transitions in and out of the service had improved. The service had strengthened matching considerations for those young people moving into the service whilst considering the impact on other young people.

We were pleased to find that there are now adequate staffing levels within the service. The staff team is now more stable which allows young people to develop and enjoy, enduring and trusting relationships. Some young people did, however, still feel that more staff would be beneficial as some of the young people's constant need for support made them feel that they were not always able to have uninterrupted time. We noted that staff were alert to this and were making efforts to plan activities to ensure that this was lessened.

A consistent, skilled management team was enabling the service to progress the stability, confidence and skills of the staff team. Staff spoke positively about being supported and encouraged to attend training with a focus on development opportunities linked to the individual needs of young people. They also spoke with enthusiasm about the support and guidance they are receiving meaning that young people are receiving quality therapeutic, trauma-informed care.

There was continuous evaluation of young people's outcomes, experiences, and their setting which ensures that they receive the best possible care and support in quality surroundings.

The skilled leadership team was supporting continuous, robust evaluation of young people's outcomes and experiences. Effective implementation of child centred strategies and sustained service development underpinned the progress seen since the last inspection.

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

Requirements

Requirement 1

By 31 January 2024, the provider must ensure that children and young people receive quality care and support by the service who has undertaken a thorough matching process. To do this, the provider must, as a minimum:

- Implement matching guidance that follows good practice.
- Gather appropriate information about the needs and risks of a young person before a placement decision is made.
- Undertake a matching assessment of other young people at the placement in order to determine if the match is suitable and safe.

This is to comply with Regulation 4(1)(a) (welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I am supported and cared for sensitively by people who anticipate issues and are aware of and plan for any known vulnerability or frailty' (HSCS 3.18) and; 'My care and support is provided in a planned and safe way, including if there is an emergency or unexpected event' (HSCS 4.14).

This requirement was made on 24 November 2023.

Action taken on previous requirement

The service provided evidence to confirm that matching processes are now being implemented and that the needs of individual young people and those currently living in the house are being considered.

This requirement has been met.

Met - within timescales

Requirement 2

By 31 January 2024, the provider must ensure quality care, support, and protection through the effective management of incidents and any notifiable events. To do this, the provider must, as a minimum:

- Implement an incident and allegation notification and recording process which ensures the accurate recording of incidents.
- To support effective scrutiny of the service, the provider should ensure that they access the up to date Care Inspectorate guidance on notifications and notify us in accordance with this guidance and provide

assurance to the Care Inspectorate that the service is responding appropriately to the level of concern.

- Ensure that the response and analysis of incidents results in actions which minimise the risks to young people's and staff's safety to an acceptable level.
- The service should continue to develop consistent approaches to analysis of incidents, including incident recording and debriefs. This will ensure a detailed knowledge of patterns relating to young people's care and support.

This is to comply with Regulation 4(1)(a) and (d) (welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210). This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3.20).

This requirement was made on 24 November 2023.

Action taken on previous requirement

The service have implemented robust procedures which ensure that there is now effective management, overview and analysis of all incidents and notifiable events.

This requirement has been met.

Met - within timescales

Requirement 3

By 31 January 2024, the provider must ensure there are adequate numbers of skilled staff equipped to keep young people safe. To do this, the provider must, as a minimum:

- Ensure there are sufficient numbers of staff and seniors working in the service and that risk and staffing needs assessments must ensure that both care and support arrangements are predicated on the safety of young people and staff being of paramount concern.
- The service should ensure that all relevant staff have access to and complete training specific to the needs of those in their care.
- The service should ensure that formal supervision is reinstated in a timely manner and occurs in line with the provider's policy, for all relevant staff. Formal assessment of skills and abilities should routinely form ongoing management of performance.

This is to comply with Regulation 15(b)(i) (staffing) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

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

This requirement was made on 24 November 2023.

Action taken on previous requirement

Staffing analysis and training documentation confirmed that the service now have sufficient numbers of skilled staff to keep young people safe. Staff report receiving regular formal supervision.

This requirement has been met.

Met - within timescales

Requirement 4

By 31 January 2024, the provider must ensure that children and young people receive quality care and support by having in place robust quality monitoring procedures. To do this, the provider must, as a minimum:

- Ensure that records and practices are in place to evidence the effectiveness of the service in meeting the needs of young people.
- Ensure that quality assurance systems are used effectively in order to identify areas for improvement.
- The live self-evaluation and improvement plan should be regularly updated.

This is to comply with Regulation 4(1)(a) and (d) (welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I experience high quality care and support based on relevant evidence, guidance and best practice' (HSCS 4.11).

This requirement was made on 24 November 2023.

Action taken on previous requirement

The service have implemented a range of quality monitoring procedures which means that the quality of care and support young people receive is improved. The service have a development plan which is regularly updated.

This requirement has been met.

Met - within timescales

Requirement 5

By 31 January 2024, the provider must protect the safety of those who use and work in the service. To do this, the provider must, as a minimum:

- Operate an effective risk assessment policy and procedure which correctly and accurately identify all risks to young people and staff.
- Provide a robust and responsive system for the review of risk that results in the implementation of strategies and resources which reduce risks to a safe level.
- Put in place a coherent system for assessing the staffing levels, skills and deployment that are required in all parts of the service throughout the day and night, considering young people's physical, emotional, and social needs.

This is to comply with Regulation 4(1)(a) and (d) (welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'My care and support meets my needs and is right for me' (HSCS 1.19); and 'Any treatment or intervention that I experience is safe and effective' (HSCS 1.24).

This requirement was made on 24 November 2023.

Action taken on previous requirement

Risk assessments we reviewed were detailed and provided clear strategies to support young people and reduce risks. The service had a staffing analysis in place which was informed by the skills of staff and the individual needs of young people.

This requirement has been met.

Met - within timescales

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

To promote children and young people's understanding and enjoyment of healthy eating the service should ensure that mealtimes are nutritious, cater to specific dietary needs or individual preferences and are nurturing.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'I can choose suitably presented and healthy meals and snacks, including fresh fruit and vegetables, and participate in menu planning' (HSCS 1.33).

This area for improvement was made on 24 November 2023.

Action taken since then

The service now have a full time cook and young people are now receiving nutritious meals.

This area for improvement has been met.

Complaints

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

Detailed evaluations

How well do we support children and young people's rights and wellbeing?	5 - Very Good
7.1 Children and young people are safe, feel loved and get the most out of life	5 - Very Good
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	5 - Very Good

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