

Main Street Residential Children's Unit Care Home Service

231 Main Street
Bridgeton
Glasgow
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Telephone: 01412 763 928

Type of inspection:
Unannounced

Completed on:
24 October 2024

Service provided by:
Glasgow City Council

Service provider number:
SP2003003390

Service no:
CS2003001065

About the service

Main Street Residential Children's Unit is a care home service for children and young people. The service is provided and managed by Glasgow City Council. Main Street is a purpose-built house. The service is registered to care for up to eight children and young people up to and including the age of 20yrs. 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/dining 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.

About the inspection

This was an unannounced inspection which took place on 15 October 2024 between 11:00 and 18:30, 16 October 2024 between 06:30 and 16:00 and follow up reading and evaluation on 21 and 22 October 2024. 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 12 staff and management;
- observed practice and daily life;
- reviewed documents;
- spoke with four visiting professionals.

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.

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.

Key messages

Children and young people felt safe and were benefiting from the care of skilled, compassionate carers.

Children and young people were engaged in their care and support and participated in decisions affecting them.

Children and young people were supported to maintain relationships with significant people.

Leaders ensured the culture is supportive and empowering and improved quality assurance systems were supporting improved outcomes

More consistency of staffing would enhance children and young people's ability to develop and enjoy enduring and trusting relationships.

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 they supported positive outcomes for children and young people, therefore we evaluated this key question as very good.

Children and young people were being kept safe both emotionally and physically. One young person told us 'This is where I feel safe and happy'. Staff had a good understanding of risk and worked hard to reduce risks for young people. Risk was considered in partnership with other professionals and promoted prompt action.

Staff had a good understanding of children and young people's needs. Relationships were nurturing and staff were trauma informed which was evident in their approach to caring for the young people. Whilst the staff were strong advocates for young people, we asked the service to strengthen children and young people's access to formal advocacy as this has been lacking in recent months.

Staff had a strong awareness of children and young people's needs, and physical restraint was only used when other forms of de-escalation had been tried. Staff spoke of de-escalation strategies which would be used to minimise risk before physical restraint was implemented. We saw these outlined in risk assessment documentation.

We observed playful and fun interactions and activities between the staff and young people. We could see that staff were trying to engage young people in activities as a positive way to connect as well as entertain and were using innovative ways of doing so.

There was a high level of respect between the staff and children and young people. We saw a focus from staff and young people on the home environment and making this a more homely and individualised house. It was positive to hear that the young people have taken pride in decorating their bedrooms.

In recent months children and young people have not always experienced consistent care due to staff absence, however, some core staff and the passion and trauma informed care provided by the current staff team was improving this.

Meaningful connections to family, friends and the community were promoted where possible. Staff promoted significant relationships for children and young people and sought out creative ways to strengthen relationships which had a very positive impact on their emotional wellbeing and care and support.

Young people engaged with activities with staff and out with the home. They were supported to engage in their education through a variety of individually tailored supports. Children and young people's interests were nurtured, and we heard about having opportunities for holidays and a variety of fun activities that promote bonding between the young people and the staff and promoted self-esteem.

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 Main Street well into adulthood.

Young people were involved in directing their own care and support. Individual views were sought and expressed within care plans which were personally tailored. There was continuous evaluation of children and

young people's outcomes, experiences, and their setting. 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.

We found a supportive and positive culture in Main Street, led by a manager who was highly motivated and led by example. The staff group proactively worked alongside the managers. It meant that everyone was seeking the best possible outcomes for the young people.

The external manager was clear about their role and responsibilities and had a strategic view of the service which made sure that the young people got the right supports when they needed them.

We observed staffing levels to be satisfactory during our inspection and saw young people getting help when they needed it. The service had experienced a high level of staff absence and change in recent months, however, we found a strong committed staff team working hard to provide consistent care and support to young people. Efforts had been made to ensure some level of consistency of staffing, however, there remained some anxieties about the ability of young people to develop and enjoy enduring and trusting relationships at present. Managers were committed to address this, and regular staff analysis was informing this.

Staff were individually equipped and supported to successfully meet all the needs of children and young people and provide the best quality therapeutic, trauma informed care.

All staff told us they felt very supported. It is evident that a strong leadership team and a consistent, skilled manager had brought some stability and cohesion to the team. The manager was a strong presence in the house but enabled the staff to lead. Regular access to informal supervision and team meetings created space for staff to reflect on their practice and to spend time thinking about how they could best support the young people. Formal supervision to staff could be improved.

The manager led with compassion and attention to detail. Leaders created a culture that was supportive and empowering. They modelled high standards of practice and the vision for the service was clear and the children and young people experienced therapeutic care.

We found effective underpinning systems and processes that were regularly quality assured. Audits were regularly completed and informed by best practice. There was a high capacity to improve in the service and where mistakes were made, learning was identified and actioned.

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

Requirements

Requirement 1

By 30 November 2023, to ensure the safety and welfare of all children and young people, the provider must ensure effective management of child and adult protection concerns, incidents and any notifiable events. To do this, the provider must, as a minimum:

- Operate an effective risk assessment policy and procedure which correctly and accurately identifies all risks to young people and staff.
- Ensure that all risk assessments are updated and accurately reflect each young person's individual needs. Risk assessments and safety plans should be more detailed and reflect the nature of risk.
- Ensure all staff undertake child protection and adult support and protection training.
- 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:

'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 26 September 2023.

Action taken on previous requirement

We were confident that the service operates an effective risk assessment procedure which correctly and accurately identifies all risks to young people and staff. Staff training records evidenced that the majority of staff have undertaken child protection and adult support and protection training. The service provided evidence of regular assessment of staffing levels, skills and deployment.

Met - outwith timescales

Requirement 2

By 30 November 2023, 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.
- Ensure a robust improvement plan is developed for the service.

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 26 September 2023.

Action taken on previous requirement

Improved the quality monitoring procedures were seen. More robust practices were in place to evidence the effectiveness of the service in meeting the needs of young people. Managers ensured that robust quality assurance systems were identifying areas for improvement and that these were informing the development of a robust improvement plan.

Met - outwith timescales

Requirement 3

By 30 November 2023, the provider must ensure that children and young people receive quality care and support through effective implementation of SMART (specific, measurable, achievable, relevant and time-bound) care planning strategies. To do this, the provider must as a minimum:

- Ensure care plans are developed in consultation with young people to reflect choices and preferences of the young person.
- Care plans should reflect a responsive, person-centred approach.
- Care plans should be SMART (specific, measurable, attainable, relevant and time-bound).
- Staff should be clearer about how to support young people to achieve their individual goals and aspirations.

This is to comply with Regulation 4(1)(a) 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 personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices.' (HSCS 1.15); and

'I am fully involved in developing and reviewing my personal plan, which is always available to me.' (HSCS 2.17).

This is to ensure that young people's personal planning is consistent with the Care Inspectorate Personal Plans guidance.

This requirement was made on 26 September 2023.

Action taken on previous requirement

The views of young people were more evident and care plans reflected their choices and preferences. Whilst improvements had been made and this requirement was met we encouraged the service to continue to focus on developing care plans which are SMART (specific, measurable, attainable, relevant and time-bound) and that goals are individualised and aspirational.

Met - outwith timescales

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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