

# Angus Council - Young People Housing Support Housing Support Service

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Announced (short notice)

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**Service provided by:**  
Angus Council

**Service provider number:**  
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## About the service

Angus Council's Young People Housing Support Service is part of a wide range of services offered to care experienced young people by the Throughcare and Aftercare Team. Horizon is the collective name for the range of services provided. The continuing care and supported lodgings scheme, previously provided by Horizon, transitioned to the children's resource services during a structural reorganisation in 2019.

The Young People Housing Support service is provided to Angus Council's care experienced young people, aged between 16 and 26 years of age. Young people either live in accommodation with a tenancy agreement, or their accommodation is managed by the service and the young people have an occupancy agreement.

Two blocks of flats, adjacent to the Housing Support staff team office base, provide differing degrees of monitoring and support for some young people. One block has a training flat and overnight concierge service. The training flat gives young people an opportunity to experience semi-independent living prior to deciding if this type of accommodation is a good fit for them. The concierge service covers building maintenance and their access to CCTV monitoring is a safety measure providing a secure visitor entry system to all flats in the block. Concierge staff are also a point of contact for young people during the night. The second block of flats provides young people with a greater degree of independence and autonomy with individual young people responsible for visitor access to their flats. The service has acquired a further 18 flats in the community, to accommodate care experienced young people.

The growth of Angus Young People's Housing Support service over the last four years has been in response to the increased demand for accommodation and housing support for care experienced young people.

## About the inspection

This was a short announced inspection which took place between 18 July and 29 August 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 13 staff and management
- Observed practice and daily life
- Reviewed documents
- Analysed responses from 15 young people and 10 staff members who completed our questionnaire.

Delays between the inspection process and finalising the report were a result of unforeseen circumstances of Care Inspectorate staff.

**Key messages**

- A skilled staff team supported young people through enduring, positive and empowering relationships.
- A specific, timely, action orientated, and realistic (STAR) method ensured young people's experiences and voice was reflected in their care planning.
- Group work programmes would benefit from clear aims and objectives, and evaluations which are scrutinised and analysed.
- The Housing Support service should update their policies and procedures to reflect changing needs, matching processes, risk and impact assessments and services provided.
- Young people would benefit from receiving a comprehensive welcome pack which includes, but is not limited to, the complaints and appeals processes.
- Increased oversight and quality assurance by the management team could ensure the service remains responsive to the needs of young people.
- Improvement planning would benefit from a specific, measurable, achievable, relevant and time-bound (SMART) approach.

**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 people's wellbeing?	3 - Adequate
How good is our leadership?	2 - Weak
How good is our staff team?	2 - Weak

Further details on the particular areas inspected are provided at the end of this report.

## How well do we support people's wellbeing?

## 3 - Adequate

Staff valued young people and treated them with dignity and respect. The staff acknowledged young people's strengths and achievements and focused on building resilience and belief in themselves. Genuine care and support provided by staff had a positive impact on improving the health and wellbeing of the young people accessing the service. The young people experienced positive, trusting relationships with the staff groups. They responded positively to questions surrounding their care and support. One young person told us they felt, 'safe, supported, and respected.' These experiences promoted healing and a solid foundation for personal growth.

Young people were encouraged to make informed choices and develop skills in decision making. They were recognised as experts of their experiences and were active participants in directing their care and support plans. They contributed to initial and ongoing needs and skills assessments, and their views and wishes influenced specific, timely, action oriented and realistic (STAR) action plans. We identified that the young people's housing support plans would benefit from regular independent reviews.

The service provided open and closed group programmes and activity sessions for young people, and recognised attendance fluctuated. We concluded the service could improve upon the recording of scoping, planning, preparation, delivery and evaluation of the programmes and activities offered. This would ensure identified needs and positive outcomes for young people were considered. The analysis of accurate data from these activities could contribute to service improvement planning which clearly identifies the role of young people in the design and delivery of the service. Developing a comprehensive approach to programme planning, delivery and evaluation will form an area for improvement (1) in this key question.

Many young people's responses highlighted they felt confident they could speak to someone if they were unhappy about something, although we also identified they lacked clarity about the formal complaint procedures. We identified the service complaints process was comprehensive, but not clearly visible to the young people. Increasing visibility of the complaints process was a recommendation in previous inspection and will form an area for improvement (2) in this key question.

A young person's housing support 'new tenant welcome pack' was available, and plans are in place to develop this further. Not all young people receiving support from Horizons were being supported to live independently. There was initial confusion in identifying a housing support young person. Language was confused, with use of both occupancy and tenancy agreements which was interchangeable. Developing a welcome pack with clear explanations of rights and responsibilities and expectations, which aligns with the housing support aims, objectives, policies and procedures will form a requirement (1) in this key question.

We identified that service improvement plans would benefit from a specific, measurable, achievable, relevant and time-bound (SMART) approach.

### Requirements

1. By 15 January 2025, the provider must ensure young people are fully informed of their rights, responsibilities and what they can expect from the housing support service. To do this the provider must, at a minimum, provide young people with a comprehensive welcome pack that:
  - a) Clearly outlines the terms and conditions of their contract

- b) Refers to relevant legislation and regulations
- c) Highlights relevant policies and procedures
- d) Identifies the terms and conditions of the agreement.

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:

'I have time and any necessary assistance to understand the planned care, support, therapy or intervention I will receive, including any costs, before deciding what is right for me' (HSCS 1.18); and

'I am empowered and enabled to be as independent and as in control of my life as I want and can be' (HSCS 2.2).

### Areas for improvement

1. To promote young people's health, wellbeing, learning and development, the provider should ensure group programmes are developed to meet identified needs of young people. This should include, but is not limited to, recording attendance, and seeking and analysing feedback from young people.

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); and

'I am supported to give regular feedback on how I experience my care and support and the organisation uses learning from this to improve' (HSCS 4.8).

2. To ensure young people know of their right to raise issues and concerns formally and informally, the provider's complaints process should be visible, accessible and shared with young people.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My human rights are central to the organisations that support and care for me' (HSCS 4.1); and

'I am supported to understand and uphold my rights' (HSCS 2.3).

### How good is our leadership?

**2 - Weak**

Previous inspections highlighted that organisational restructuring created stress and uncertainty in the staff team. Changes in the management team, the location of the service within the organisational structure and recent discussions about a service review continue to impact staff morale and sense of security.

Angus Young People's Housing Support service has responded to the increased demand for accommodation and housing support for care experienced young people. We were concerned the scope of the Horizon service was broad ranging and included leaving and continuing care, unaccompanied asylum-seeking young people, housing support and property management and youth justices services. The staff team provided advice, guidance and support to young people in the service for a wide range of issues. This approach provided familiarity of a consistent staff group to support young people through significant issues and transitions.

One challenge is to ensure Angus Young People's Housing Support service is not negatively impacted by this increased scope of service delivery. The existing Housing Support aims and objectives and policies and procedures were out of date. They did not encompass the growth of the service or include the range of properties managed, the types of tenancies offered, or provide clarity of expectations and support provided. One person told us, 'I know where to find policy/procedures/operational instructions.....I am unsure if these are up to date.....' Ensuring a clear framework for practice with updated aims, objectives, policies and procedures with clear management oversight and quality assurance processes will form a requirement (1) in this key question.

The service's priority to prevent care experienced young people experiencing homelessness was successful, and this is a positive outcome for young people. The 'training flat' continued to provide opportunities to experience semi-independent living, enabling young people to make informed choices surrounding preferred accommodation options. Staff use this time to develop relationships and assess skills and needs and develop action plans. We did not find evidence of comprehensive matching processes, transition plans, or impact assessments to manage and mitigate potential risks between young people in neighbouring properties. The practices should be included in operational manuals and policies and procedures, identified as a requirement (1).

The service failed to submit significant incidents in line with the Care Inspectorate guidance 'Records that all children and young people's care services must keep, and guidance on notification reporting.' This will form a requirement (2) in this key question. Robust record keeping and provision of mandatory notifications to the Care Inspectorate guarantees oversight of significant incidents and standards of care provided to young people.

Protocols supporting a partnership approach with housing services were in place. The management team recognised the need to advertise the service and increase their professional network. Service presentations have been delivered to Angus council colleagues and stakeholders. Team meetings and development days provided opportunities to explain the agency's vision, explore staff views and build team morale. The growth and current scope of the service coupled with plans for a service review continues to cause stress and uncertainty for staff. The service improvement plan incorporated issues identified in the inspection, and we were confident the management team would lead service improvements. The service should ensure stakeholders and young people are key partners in driving improvements in service design and delivery. Developing participative improvement plans that are specific, measurable, achievable, relevant and time-bound (SMART) in approach will form a requirement (3) in this key question.

## Requirements

1. By 15 January 2025, the provider must have developed a practice framework that promotes young people's safety, health and wellbeing.

To do this the provider must, as a minimum:

- a) Update the housing support service's aims and objectives
- b) Identify the suite of housing support service policies and procedures required
- c) Develop an action plan to review and update the policies and procedures identified
- d) Engage stakeholders in the consultation and review processes when updating policies and procedures
- e) Ensure robust quality assurance processes are in place.

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:

- 'I experience high quality care and support based on relevant evidence, guidance and best practice' (HSCS 4.11); and
- 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

2. By 01 December 2024, the provider must ensure concerns surrounding young people's safety and wellbeing are assessed, met and recorded. To do this the provider must, at a minimum:

- a) Access the up-to-date Care Inspectorate guidance 'Records that all registered children and young people's care services must keep and guidance on notification reporting'
- b) Notify the Care Inspectorate of all relevant incidents, accidents and allegations, in accordance with this guidance.

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:

- 'I am protected from harm, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3.20); and
- 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

3. By 15 January 2025, the provider must ensure effective and efficient service provisions that enhance the overall quality of care provided is reflected in service improvement plans. To do this the provider must, at a minimum;

- a) Ensure the voices of stakeholders influence service improvement planning
- b) Develop improvement plans that are specific, measurable, achievable and time-bound (SMART).

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:

- 'I can be meaningfully involved in how the organisations that support and care for me work and develop' (HSCS 4.6); and
- 'I am actively encouraged to be involved in improving the service I use, in a spirit of genuine partnership' (HSCS 4.7).

## How good is our staff team?

**2 - Weak**

Qualifications, experience, skills and needs determined allocation of staff to young people. Staff knew the young people they were working with. They were skilled at engaging them and confident in their ability to develop positive working relationships. Young people endorsed this in our discussions and questionnaire responses returned to us.

Staff working with young people in housing support may be involved in addressing a wide range of issues with them, due to the scope of the service. Staff need to be familiar with, and competently navigate, a wide range of legislative and regulatory frameworks, national drivers of good practice, different data recording systems and internal policies and procedures. One person said, 'The role and remit is constantly changing.... we as a team are unfamiliar to updated legislations/policies which could lead to potential mistakes being made unknowingly...' Developing and implementing a training programme which includes mandatory core training and relevant training linked to roles and responsibilities will form a requirement (1) in this key question.

An overnight and weekend concierge service is provided to young people in an adjacent block of flats. Concierge staff were relatively isolated from the service in that they did not attend team meetings, development days and training sessions, and did not have access to data recording systems. Some of these issues had been raised at previous inspections and we were unsure of their capacity and confidence to meet the wide-ranging needs of the young people. All staff need to be able to respond flexibly and consistently to the changing circumstances of young people. Roles, responsibilities and expectations need to be explored, clarified and shared with all staff. This will form a requirement (2) in this key question.

All staff working in the service should be aware of and have access to documentation identified as a requirement (1) in key question 2.

## Requirements

1. By 15 January 2025, the provider must ensure that a comprehensive training schedule for all staff has been developed and implemented. To do this the provider must, at a minimum:

- a) Identify and schedule mandatory core training for all staff
- b) Include child and adult protection/vulnerable adult training
- c) Evidence commitment to a trauma informed approach
- d) Conduct a skills assessment to identify the training needs of individual staff members, relevant to their job and responsibilities.

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 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, and are able to reflect on their practice and follow their professional and organisational codes' (HSCS 3.14); and  
'I experience high quality care and support because people have the necessary information and resources' (HSC 4.27).

2. By 15 January 2025, the provider must ensure that all staff are working together so that care and support is consistent. To do this the provider must, at a minimum:

- a) Explore staff understanding of roles and responsibilities
- b) Review the responsibilities of the overnight concierge service, identifying areas for improvement
- c) Ensure young people's needs, plans, support strategies and any issues arising are shared amongst all staff.



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 is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My care and support is consistent and stable because people work together well' (HSCS 3.19); and

'I am supported and cared for by a team or more than one organisation, this is well coordinated so that I experience consistency and continuity' (HSCS 4.17).

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Detailed evaluations

How well do we support people's wellbeing?	3 - Adequate
1.2 People get the most out of life	3 - Adequate
How good is our leadership?	2 - Weak
2.2 Quality assurance and improvement is led well	2 - Weak
How good is our staff team?	2 - Weak
3.2 Staff have the right knowledge, competence and development to care for and support people	2 - Weak

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