

# The Junction Care Home Service

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DUNDEE  
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**Type of inspection:**  
Unannounced

**Completed on:**  
12 February 2025

**Service provided by:**  
Dundee City Council

**Service provider number:**  
SP2003004034

**Service no:**  
CS2003000481

## About the service

The Junction is a residential care home for up to 5 young people and is provided by Dundee City Council. The house is located in a residential area, close to local shops, transport links and leisure facilities and is within easy travel distance of Dundee city centre.

The spacious house is on one level and has single en-suite bedrooms, a kitchen diner, large living room, activity room and sensory room. Outside, the large, well-tended gardens surround the house, providing extensive space for activities.

## About the inspection

This was an unannounced inspection which took place on 29 and 30 January 2025, and 03 and 04 February 2025. 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 people using the service;
- spoke with staff and management;
- observed practice and daily life;
- reviewed documents;
- spoke with 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.

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 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

- Young people were cared for by compassionate and nurturing staff.
- Risk management procedures and practice must improve to effectively protect all young people.
- Staff were skilled at developing meaningful, trauma informed relationships with young people.
- Leaders within and external to the service need to more clearly define their roles and responsibilities to promote accountable decision making.
- Matching processes must improve to ensure staff are equipped to keep young people safe and meet the complex range of needs that young people exhibit.

## 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

|  |              |
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| How well do we support children and young people's rights and wellbeing? | 3 - Adequate |
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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?

### 3 - Adequate

We made an evaluation of adequate for this key question. Whilst strengths had a positive impact, key areas need to improve.

The safety of young people was a priority for the service and the Junction team understood that positive relationships were key to protecting people from harm. For most young people the meaningful connections with staff ensured adults were alert to, and responded to early indicators of concern, but for some, whilst their complex risks were known and could be anticipated, risk management plans internally and with key partners, were not robust enough to protect all young people from harm. **(See requirement 1).**

External professionals were welcomed into the house and as a result, young people had access to a number of adults who acted in their best interests. Staff were passionate about young people's rights and clear that young people had a right to access independent advocacy, but following some changes to the workforce, the previously proactive presence of advocacy partners had reduced, and we asked the manager to re-establish the connection with advocacy partners.

Young people were cared for by a kind and nurturing team, and their developing trauma informed approach meant the impact of young people's past experiences were considered when relating to young people. Leaders in the service were promoting a model of practice that gave young people opportunities to safely explore their choices. Non-judgemental responses from the caring adults increased the likelihood that young people could learn from mistakes, build their resilience and repair relationships when things went wrong.

Relationships in the house were warm and positive, and the team saw this as the backbone of The Junction and integral to their culture of practice. The service was recovering from a highly challenging period that had impacted on young people living there and the team were actively and energetically reinvesting in both the environment and culture of practice to ensure young people were provided with the positive experiences, care, and compassion that they deserved.

Young people were engaged in their care to varying degrees and this was partially reflective of their individual age, stage and circumstances. We identified a need for a more informed and inclusive approach to decision making to ensure all professionals were working towards shared goals, that meaningfully focussed on young people's rights whilst effectively managing risks. This was relevant to day-to-day routines as well as future decision making including continuing care. **(See area for improvement 1).**

All young people living in The Junction had some access to individualised learning opportunities, but the team were frustrated that they could not consistently access the desired external resources to support young people's learning and development. Senior managers were aware of organisational barriers to young people accessing meaningful opportunities and were committed to addressing this. Whilst these external resources were critical to young people achieving, within the service, the team could be more aspirational for young people and creatively offer opportunities that broaden young people's horizons. **(See area for improvement 2).**

Leaders within the house and external to the service were all committed to upholding young people's right to compassionate, trauma informed care, that supported them to fulfil their potential and lead meaningful lives. To achieve this for every young person living in The Junction we identified a need to improve

communication between leaders and to ensure a mutual understanding and execution of roles and responsibilities underpinned the delivery of the service and promoted accountable decision making. As a corporate parent the organisation has a statutory responsibility to care for young people but transitions into the service needed to be more robustly planned to ensure staff are adequately equipped to keep all young people safe and meet the complex range of needs that young people exhibit. **(See requirement 2).**

Young people were supported by a team with a diverse range of skills and experience. Whilst practice at times was highly skilled, reduced staff numbers due to high levels of absence had impacted on young people's experiences. One person told us 'Our staff are good but sometimes I didn't know who was going to be here'. **(See area for improvement 3).**

Throughout the inspection, leaders at all levels demonstrated both capacity and strong commitment to learning from the experiences of young people and staff and were actively promoting a plan for improvement, identified prior to, and during the inspection.

## Requirements

1. By 30 May 2025, you must ensure that effective risk management procedures are in place for all young people.

To do this you must at a minimum ensure that:

- (a) All young people have a clear risk assessment and risk management plan that clearly documents how identified risks will be robustly addressed.
- (b) When there are increasing and unmanageable risks for young people, a procedure is in place to support staff to escalate concerns within the organisation and access help and support.
- (c) In the event a young person is at risk and support is required from professional partners such as police, a mechanism is in place to clearly define professional responsibilities including what happens when police cannot offer support.

This is in order 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)

2. By 30 May 2025, the provider must ensure that matching assessments contain improved analysis and that transitions into the service are carefully planned to consider the needs of the new young person and young people already living there.

To do this, the provider must ensure that matching assessments:

- a) Include analysis of how a new admission may impact on young people.
- b) Consider the nature of known risks and clearly define how young people will be protected.
- c) Ensure that matching assessments are linked to assessment of staffing levels, skills and knowledge required within the service.

This is to comply with Regulation 4(1)(a) and Regulation 15(b)(i) 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:

'If I experience care and support in a group, the overall size and composition of that group is right for me'. (HSCS 1.8); and

'I have enough time and support to plan any move to a new service'. (HSCS 4.13)

## Areas for improvement

1. To promote young people's rights and meaningfully engage them in informed decision making, the service should ensure that children and young people are aware of their right to continuing care as soon as is practicable after admission to the service, including their right to advocacy and legal representation.

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

'As a child or young person I feel valued, loved and secure'. (HSCS 3.10)

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

2. To support children and young people's wellbeing, learning and development, the provider should ensure that the culture of the service promotes access to learning opportunities and creatively supports young people to broaden their horizons and fulfil their potential.

This should include but is not limited to:

(a) Addressing barriers to formal education.

(b) Ensuring personal plans clearly define the role of house staff in offering informal learning and development opportunities.

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

'I get the most out of life because the people and organisation who support and care for me have an enabling attitude and believe in my potential'. (HSCS 1.6).

3. To support young people's development and promote positive outcomes, the provider should ensure a mechanism for assessing staffing arrangements, based on the needs of young people, is in place.

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

'My needs are met by the right number of people'. (HSCS 3.15)

'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).

And to comply with section 7 of the Health and Care (Staffing)(Scotland) Act 2019.

## 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 children and young people's rights and wellbeing?  | 3 - Adequate |
| 7.1 Children and young people are safe, feel loved and get the most out of life   | 3 - Adequate |
| 7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights | 3 - Adequate |

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