

# Drummond Hall Care Home Service

Perth

**Type of inspection:**  
Unannounced

**Completed on:**  
24 April 2025

**Service provided by:**  
Moore House School Ltd

**Service provider number:**  
SP2003002628

**Service no:**  
CS2024000185

## About the service

Drummond Hall is a care home service for up to three children and young people. The premises consists of a two-storey former farmhouse with a garden and parking areas. The house has three bedrooms for young people, who also share a bathroom and shower room. Communal areas include a kitchen-diner, dining room and utility room. The service is situated in a rural setting close to the village of Stanley, about nine miles from the centre of Perth. Stanley has some community services and facilities. There is a bus service from Stanley and the nearest train station is in Perth.

## About the inspection

This was an unannounced inspection which took place on 15 and 16 April 2025. Visits took place between 11:45 and 19:05 and 09:15 and 17:45 respectively. The inspection was carried out by two inspectors from the Care Inspectorate. To prepare for the inspection we reviewed information about the 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:

- reviewed survey responses from five staff members and two external professionals
- spoke with a young person using the service
- spoke with nine staff and managers
- observed practice and daily life
- reviewed documents
- spoke with an external professional.

## Key messages

- Young people experienced safe care and staff protected them from harm and abuse.
- Staff minimised the use of physical restraint in response to distressed behaviour, reducing the potential for compromising young people's wellbeing.
- The views of young people and relevant professionals should be taken into account when considering whether any restrictions on day-to-day life are needed.
- Young people benefitted from positive relationships with staff.
- Most staff felt well-supported in their care of young people.
- After an initial period of high use of agency staff, stability and continuity of staff had improved.
- Quality assurance processes had contributed to ongoing development and improvement of the service.

## 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?	4 - 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?

4 - Good

We evaluated this key question as **good**. This means there were a number of important strengths which taken together, clearly outweighed areas for improvement.

Staff were familiar with their responsibilities for protecting young people from harm and abuse. They had clear guidance for responding in an individualised way to changes in risk levels. These contributed to reducing risk and to young people feeling safe.

The team minimised the use of physical restraint in response to distressed behaviour by young people, reducing the potential for compromising their dignity and wellbeing. There had been some sensitive, nurturing responses by staff, though some variation in quality remained. Leaders had identified the need for continuing support for staff to ensure responses consistently reflected young people's developmental needs.

The mainly positive relationships young people had with staff provided the foundation for them to feel valued and have meaningful, enjoyable experiences. A young person told us some staff were 'lovely'. Whilst dynamics between young people had become challenging and unsettled recently, negatively affecting their experiences at times, attempts were being made to manage these to prevent any further adverse impact.

The house was comfortable and well-decorated, reflecting a respectful ethos. A young person gave positive feedback about their bedroom. The exterior of the house was welcoming and very well-maintained, creating pleasant areas for relaxation in an attractive and peaceful location. As a next step, the team should consider how to make full use of all the communal space available and continue to add further homely touches.

Young people exercised a high degree of choice in their daily lives. Staff made time to ask for individual requests and suggestions and responded positively. One young person told us they felt listened to. They had access to independent advocacy and some took an active part in meetings for reviewing their care. These contributed to ensuring their experiences of care reflected their preferences. However, their views should be explicitly detailed in key documents such as care plans so that their voices remain central. Any practices that might restrict young people's access to parts of the house should also have a clear rationale and take into account their views and those of relevant professionals.

Access to primary care and safe management of their medication helped maximise young people's health. The provider's psychological services team was available on an individual basis, though there had been limited engagement by young people, and some needs were therefore unmet. Whilst staff received support from the team to develop their skills and knowledge in this area, there should continue to be active encouragement for young people to make use of this specialist provision.

Young people had support to maintain connections with family members to promote a sense of belonging and identity. Staff made helpful and sensitive suggestions for getting the most out of their time together.

Young people had opportunities to take part in enjoyable and stimulating activities, though continued to need support to make best use of these. Engagement in learning and school attendance had been a challenge despite encouragement, and notwithstanding some successes, meant their potential was not being maximised. The service should continue to try and address barriers to further progress.

The provider had a commitment to young people staying at Drummond Hall in young adulthood ('continuing care') to increase the likelihood of a successful transition.

Assessment and planning processes contributed to positive outcomes for young people. We made suggestions for improvements, including reflecting young people's voices more explicitly, and broadening the scope of evaluation of and planning for achievements and life skills beyond formal education.

Most staff felt well supported in their care of young people, with good quality induction and training, regular supervision and opportunities for reflective practice. Staff development days allowed more in-depth discussion of practice. Managers had identified the need to maximise attendance at team meetings as one area for improvement. These are an important part of a staff support framework and in particular for a new staff team. External management provided an additional level of oversight and support.

The process for considering requests for care provision from local authorities showed that managers had taken into account most of the relevant information about young people's needs and the service's capacity to meet them. Moving forward, there was scope for this to be further developed to maximise the quality of the assessment.

The assessment of staffing needs and deployment was generally effective. As a next step, this should specify the appropriate mix of staff required to meet young people's needs and identify areas for ongoing development of the staff team. Staffing levels and arrangements were responsive to changing risks and needs. The use of agency staff had been very high in the period following the service becoming registered. Comments from young people reflected the detrimental impact that this can have on how they experience care. However, this had reduced significantly, and the service appeared to be progressing towards improved continuity of care and stability of relationships. The current team had a mixture of skills and experience, and support for ongoing learning and development was underway.

A comprehensive range of quality assurance systems had resulted in some positive outcomes for young people and enabled senior staff to identify next steps in the improvement process. We identified the need for further development of incident analysis to promote learning aimed at maximising the quality of care experienced by young people. The provider's corporate strategic plan closely reflected the recommendations of the Promise, following Scotland's independent care review. These could be more explicitly reflected in the service improvement plan, the implementation of which was underway.

## 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?	4 - Good
7.1 Children and young people are safe, feel loved and get the most out of life	4 - Good
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	4 - Good

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