

# Children and Young Peoples Residential Services (Stura) Care Home Service

SHETLAND

**Type of inspection:**  
Unannounced

**Completed on:**  
19 June 2025

**Service provided by:**  
Shetland Islands Council

**Service provider number:**  
SP2003002063

**Service no:**  
CS2021000139

## About the service

Children and Young Peoples Residential Services (Stura) is a care home service for up to five children and young people. The premises consist of a single-storey modern house with five en-suite bedrooms for young people, who share a living room and open-plan kitchen-diner and two additional sitting/activity rooms. There is also a garden and parking area. Stura is located in a residential area of Tingwall, about six miles from Lerwick in the Shetland Islands. There is a primary school and bus links nearby and a wider range of shops and other community facilities is available in Lerwick.

## About the inspection

This was an unannounced inspection which took place on 11, 12 and 13 June 2025. We visited the service between 09:25 and 17:25, 09:20 and 19:10 and 09:05 and 13:25 respectively. The inspection was carried out by one inspector 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 responses to surveys from four staff and three external professionals
- spoke with two young people using the service and two family members
- spoke with eight staff and managers
- observed practice and daily life
- reviewed documents.

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 experienced safe care and protection from harm and abuse.
- Strongly nurturing and positive relationships for young people were a key feature at Stura.
- Young people benefitted from an ethos of respect and exercised choice in their daily lives. They were supported to keep connected to family and friends.
- The environment was spacious, light and comfortable and benefitted from very pleasant views.

## 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 the service had a number of important strengths which, taken together, clearly outweighed areas for improvement.

Staff were familiar with key risks to young people and were confident about responding to concerns about their safety and wellbeing. Overall, risk management was very effective. All staff had done relevant child protection training (though some had not yet completed the mandatory adult protection session). These contributed to protecting children and young people from harm and abuse.

Staff knew that use of physical restraint as a response to distressed behaviour by young people was a last resort and there had been no recent instances. Instead, staff used effective alternative strategies, reducing the potential for compromising their dignity and physical wellbeing.

Development of strongly nurturing relationships was a high priority. Staff knew young people well, spoke about them with affection and made effective use of humour. Feedback reflected this positive approach, and a family member told us that some staff had 'gone above and beyond'. These relationships created the foundation for young people to thrive, have fun and feel valued. Whilst there had been some additions to the staff team, the majority were relief staff and turnover was relatively low. This meant the impact on stability and continuity of care for young people had been minimised. Some had also benefitted from enduring, meaningful relationships with staff who had left. The staffing assessment would benefit from clarification as to the overall staffing levels in the service but had taken into account individual needs very effectively.

An ethos of respect reflected young people's individual preferences and developmental stage. Staff's journey towards fully trauma-informed care was well underway. We asked though that managers clarify expectations about mandatory training in trauma and ensure they have an up-to-date picture of the team's learning and development needs.

Young people exercised lots of choice in everyday life to ensure their experiences reflected their preferences. Use of any restrictions that might impact on their rights was clearly thought through and recorded, though where appropriate parents' views should also be taken into account and noted. Similar respect was evident in the quality of the environment, which was spacious, light and very well-maintained. The staff team had made adjustments to cater for changing needs and group dynamics.

Staff promoted young people's health. Whilst they managed medication safely overall, audits had identified areas for learning and should take place more frequently. Positive and beneficial routines for young people were an important feature of life at Stura. The team also collaborated with other professionals for young people's benefit.

Young people had very good support to maintain important connections with others, including family and friends. These promote a sense of worth and belonging. Most took part in activities for enjoyment and stimulation, and some were particularly active in the community. There had been some successes in relation to young people's school attendance and engagement, though staff should continue to promote attendance where challenges still exist.

The provider was committed to supporting young people to benefit from continuing care, though should review the policy on the timing of their welfare assessments.

Assessment and planning processes supported the achievement of positive outcomes and experiences for young people. We made suggestions for developing these and for building on quality assurance processes.

## 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

The organisations admissions and matching procedures should be followed to ensure the best possible outcomes for young people.

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).

**This area for improvement was made on 13 November 2023.**

#### Action taken since then

We reviewed records for a young person who had needed care at Stura in an emergency and for whom limited information was available. Whilst there was no evidence of the admission procedure leading to any adverse outcomes, it was difficult for us to confidently evaluate the extent to which the provider had achieved the area for improvement. We made some minor suggestions about improving the recording process and will do further evaluation of this process at the next inspection.

#### Previous area for improvement 2

Auditing and managerial overview should ensure continuous robust evaluation of outcomes and experiences.

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

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

**This area for improvement was made on 13 November 2023.**

#### Action taken since then

Our evaluation of this area of practice showed that there had been some improvements though there was scope for further progress. For example, whilst the service's improvement plan needs to be realistic and achievable, the findings of the team's self-evaluation exercise were not well reflected. This meant that the impact was unlikely to be fully realised, including actions for achieving elements of the Promise (made following Scotland's independent review of care). In light of some weaknesses in the quality of medication management, we would also expect audits to take place more frequently.

### Previous area for improvement 3

Systems should be developed to ensure that the manager has an accurate overview of the skills and professional development of the team and can identify gaps in learning. The development plan should be completed and should involve staff and young people in the future and development of the service.

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

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

**This area for improvement was made on 13 November 2023.**

#### Action taken since then

Managers had completed a training audit though dates of these should be recorded to allow better evaluation of progress over time. The audit indicated a number of gaps in mandatory training. However, the process had identified limitations in the provider's system for recording staff training. Managers were therefore working on improvements. As above, the service had an improvement plan though this could be more comprehensive and reflective of the staff team's evaluation of service quality. Managers should also consider how they can engage young people more in the process of evaluation and improvement.

## 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

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