

## Care service inspection report

# Barnardo's Scotland Fostering (Edinburgh) Fostering Service

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Type of inspection: Announced (Short Notice)

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HAPPY TO TRANSLATE

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### Service provided by:

Barnardo's 'known as' Barnardo's Scotland

### Service provider number:

SP2003003405

### Care service number:

CS2005096418

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## Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

### We gave the service these grades

Quality of Care and Support	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

### What the service does well

Foster carers were well supported to meet children's needs. The carer led training supported a good quality of care for children. Foster carers told us they enjoyed positive relationships with their supervising social workers. They felt their work was respected and valued.

We saw a strong culture of learning and development within the service. There was a clear emphasis of workers and foster carers being supported to reflect on situation and plan positive interventions with children and young people.

### What the service could do better

The service needed to review their notification procedure when considering when to notify the Care Inspectorate of events

We also thought the service needed to keep more transparent records of why children were placed with specific families.

The service also needed to begin to measure and record outcomes for children using the service.

### **What the service has done since the last inspection**

Since the last inspection, a new manager had been appointed but was not yet in post. The service has also moved to new premises.

Support to children using the service has been developed.

A new system for carer reviews had been developed with carers going back to panel every three years and being reviewed by an independent reviewing officer in the intervening years.

### **Conclusion**

We thought as a service Barnardo's Scotland Fostering (Edinburgh) offered children the opportunity to experience family life within a positive and supportive environment.

# 1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com)

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

## Requirements and recommendations

If we are concerned about some aspect of a service, or think it could do more to improve, we may make a recommendation or requirement.

**A recommendation** is a statement that sets out actions the care service provider should take to improve or develop the quality of the service, but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, relevant codes of practice and recognised good practice.

**A requirement** is a statement which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 and Regulations or Orders made under the Act or a condition of registration. Where there are breaches of Regulations, Orders or Conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Inspectorate.

Barnardo's Scotland Fostering Service (Edinburgh) is provided by Barnardos, a charitable organisation which provides a range of services to children and young people. The service, recruits, assesses and approves foster carers who in turn provide a service to children referred from a range of local authorities. Foster carers are approved to provide temporary, permanent and short break/respite placements.

The service is based in an industrial estate to the West of Edinburgh city centre. There are two team managers each managing a team covering a geographic area, Fife area and Central (which includes West Lothian). At the time of the inspection a new manager for the service had been appointed but had not yet taken up post.

In their most recent Annual Return, the service reported that they had 73 approved carers offering range of permanent, short-term and respite care to 81 children.

The stated aims of the service are to:

- "provide a range of quality, effective family placement services to help children and young people fulfil their potential".

The stated objectives of the service are to enable children to:

- "maintain meaningful, child centred links with their birth family and significant others; have a sense of belonging, security and positive self-identity through good family placement experiences that also support the transition to adulthood - explore and understand their past in a way that facilitates their development, develop skills and abilities that promote confidence, self-esteem, attainment and resilience".

The stated vision of the Barnardo's Organisation UK wide is:

- "We want to reach more children and young people and support them to achieve better outcomes within high quality placements".
- "We will provide children and young people with what they need, when they need it by accessing our broad range of services".
- "We will develop ways of accessing the support children need from our other specialist services"
- "We are committed to investment in children".

Based on the findings of this inspection this service has been awarded the following grades:

**Quality of Care and Support - Grade 5 - Very Good**

**Quality of Staffing - Grade 5 - Very Good**

**Quality of Management and Leadership - Grade 5 - Very Good**

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website [www.careinspectorate.com](http://www.careinspectorate.com) or by calling us on 0345 600 9527 or visiting one of our offices.

## 2 How we inspected this service

### The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### What we did during the inspection

We wrote this report after a short notice announced inspection which took place between Monday 02 March 2015 and Friday 06 March 2015. We gave the service three days notice of our visit. The inspection was undertaken by an Inspector, a locum inspector and a new inspector who was shadowing the process as part of staff induction.

As requested by us, the fostering service sent us an annual return. They also completed a self-assessment of their service before the inspection.

In this inspection we gathered evidence from various sources, including the relevant sections of policies, procedures, records and other documents including:

- evidence from the services most recent self evaluation
- evaluations of the service collected by the service
- surveys completed by panel members
- staff supervision records
- annual report, and the 'Scotland Business Plan'
- service development plan
- foster carer training calendar
- staff handbook
- foster carer handbook
- foster carer's files
- children's files.

We had discussion with:

- the management team
- staff including social workers and the children's workers
- foster carers
- children using the service.



### **Grading the service against quality themes and statements**

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

### **Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firelawscotland.org](http://www.firelawscotland.org)

### **What the service has done to meet any recommendations we made at our last inspection**

Three recommendations had been made at the time of the last inspection. We assessed that the service had taken appropriate action in respect of these.

We received an appropriate action plan following the last inspection.

### **The annual return**

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

**Annual Return Received:** Yes - Electronic

### **Comments on Self Assessment**

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The Care Inspectorate received a completed self assessment document from the service. The self assessment identified areas where the service thought they worked well but provided few insights into how the service thought they might improve.

### **Taking the views of people using the care service into account**

We spoke with two young people and a number of foster carers during the inspection process. Young people and foster carers had a positive view of the fostering service generally.

### **Taking carers' views into account**

We did not speak with birth families as part of this inspection

### 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

#### Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

##### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

##### Service strengths

We looked at this statement at the time of the last inspection and assessed that the service provided very good opportunities for people who used the service to influence their care and support. During this inspection we confirmed that foster carers and young people continued to have very good opportunities to assess and improve the quality of support within the service.

At a corporate level, Barnardos had identified participation as a key strategic objective in their current business plan. The quality of participation was also a core standard within the improvement framework. This meant that there was a clear commitment to improve participatory practice throughout the organisation.

We considered the Barnardo's website. Generally this was informative and visually appealing. A search of the Edinburgh Fostering Service provided a link to the latest report of the Care Inspectorate. This alongside information packs given to prospective foster carers supported a good level of information being shared.

Foster carers felt their views were valued, and confirmed that they were kept informed about what was happening within the service.

One foster told us:

- "You can be as involved as you want to be with the service".

We saw that foster carers had been involved in carer recruitment activities. This included a discussion about how best to recruit new carers, and 'manning' stalls at various events to raise awareness of Barnardos as a fostering service. Regular newsletters and emails were sent out to foster carers who felt well informed about what was happening within the service.

Foster carers enjoyed positive relationships with their supervising social workers, and used this relationship to raise any issues they had in relation to the service.

Foster carers could influence how their care and support needs were met. A foster carer had been employed by the service to lead and facilitate training. We assessed that this had supported foster carers to feel motivated to continue to learn and develop their practice.

Training events took place at different times of the day, and at weekends, with training agendas influenced by foster carers. Recently training had been developed around issues of separation and loss at foster carer request.

Support groups had developed individually to meet the needs of people attending. Many involved development opportunities had been identified by foster carers. Different opportunities for learning and development were offered through support groups, formal training events, and online training.

Carer reviews provided wider opportunities for feedback and participation from young people and foster carers. These were independently chaired, helped reflect on the previous year, and identify future training needs. These also provided opportunities for foster carers to comment on the quality of support they received from their worker. Young people and their parents could also comment on the quality of support offered to young people by the foster family.

We were impressed with the work of the service in engaging young people. We noted that a number of events had taken place throughout the year, including a residential trip, that all children were invited to attend. (Although the residential trip was limited in terms of number of places). Foster carers told us how children had benefitted from being more engaged and less isolated, and this in turn benefitted foster carers in their care of children and young people.

Welcome boxes were individualised for children, helping children to feel valued by the service.

We saw that a participation plan was in place with regard to children which aimed to continue to support children have a voice throughout the agency. Prior to the manager leaving further discussion had taken place with regard to how to take this forward.

As part of the plan, a children's newsletter had been developed, and was distributed to all children and young people using the service and all foster carers. This meant that should a child start using the service between newsletters, the most recent newsletter would be available for them.

The children's workers told us that a range of different ways had been used throughout the year to support children express their views.

Young people using the service had attended their Looked After Child (LAC) review and were aware of the plan for their future care.

### **Areas for improvement**

The service told us that they planned to:

- continue to consider feedback from carers in relation to training and support.
- introduce the SVQ programme for relevant carers
- continue to develop the Carer Consultation group
- encourage ongoing feedback from children and young people.

In the further future, the service would like to recruit a pool of volunteers to work with children individually, and in groups. The service was also planning to develop a supportive opportunity for the children of foster carers to meet to share issues around being part of a family who foster.

We noted during the inspection that, there was an ongoing review of proformas used to ensure consistency throughout Barnardo's services. More individualised approaches needed to be taken, respecting different circumstances, placement types and the rights of the individual with regard to how they participate. Whilst acknowledging that there may be some organisational tensions around this in relation to the wish to be consistent, we assessed that it was within the capabilities of Barnardos to rise to this challenge.

The service told us in their self assessment that interactive DVD's were available for children with communication difficulties. However, this was not widely known within the service.

In conclusion, we assessed that in relation to care and support issues, foster carers had opportunities to raise issues individually and collectively and the service was likely to take action in respect of these. We assessed that the service should continue to develop participatory opportunities for people who used the service particularly for children, young people and their parents.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 0

### Statement 2

We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.

### Service strengths

We saw that Barnardo's Edinburgh continued to recruit a range of families to meet the needs of children.

Foster carers told us that they generally had sufficient information about children in order to meet their needs. Most children using the service had permanence plans in place and the local authority had carried out their own linking and matching procedures. All children had regular 'Looked After Child Reviews' where the local authority reviewed the effectiveness of the child's plan, and the need for any changes.

Foster carers were committed to improving outcomes for the children in their care. The health and development of the children had clearly been promoted. The education needs of the children were being promoted, and children were encouraged to fully integrate into their local communities. Children were supported to maintain contact with their birth families where this was part of their plan.

We met with two young people who were fully engaged in planning their care. Each told us how they could exercise choice about how they were supported.

Respite arrangements for children requiring these, were aimed at consistency of care and formed part of the overall child's plan.

Foster carer agreements were in place which detailed the responsibilities of both staff within the service, and the foster carer. Regular supervision took place and records shared with foster carers. Unannounced visits were routinely undertaken.

Foster carers told us that learning and development opportunities were readily available within the service. Continued learning and development supported them as carers to meet the needs of children. Foster carers told us about training they had attended, support group and discussions which took place, and the opportunity for reading and resources from the service's library.

Independent consultation supported reflective practice and promoted positive interventions with children and young people.

Individual work with children and the co-location of the Child Psychotherapy service added value to the overall service offered to children and young people. Other Barnardo's services were available in the local area to support children with specific issues.

The service told us that all approved foster carers were subscribed to Fostering Network which is a national organisation for foster care who:

- "lobby, campaign and influence policy in order to develop, improve and champion fostering".

(<http://www.fostering.net/contact-us>).

### **Areas for improvement**

The service told us they planned to continue to develop children's work and evaluate the effectiveness of this in supporting children and young people.

The service also plan to continue to develop and roll out a national and local training programme of mandatory and optional training for carers.

Where children were not placed permanently, we were confident that detailed discussions had taken place in relation to the capacity of a fostering family to meet a child's needs. However, we did not always see that records supported this discussion. We thought in the interests of transparency, records should support why decisions have been made, to allow the child in later years and/or family to understand why decisions had been made.

### **(See recommendation made under Quality Theme 1, Quality Statement 2).**

We noted that previously the service had routinely measured outcomes for children using the service. Currently there had been a gap in this as the new database was not yet able to record this information. The service should continue to develop this area to evidence positive outcomes for children.

In conclusion, we noted that there were major strengths in the quality of care and support within the service. The areas identified for improvement did not call into question the positive outcomes experienced by foster carers, and children using the service. Rather these areas represented improvement to already very good performance. This has informed the grade of very good for this statement.



**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 1

### **Recommendations**

1. The service could better record the capacity of families to meet children's needs such that they provided a transparent record of decision making.

**National Care Standards, Foster Care and Family Placement Services,  
Standard 13: Management and Staffing.**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 – Very Good

### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

### Service strengths

We looked at this statement during the last inspection. At that time we thought that people who used the service had very good opportunities to influence the quality of staffing within the service. Following this inspection we noted that there continued to be very good opportunities for service users to assess and improve the quality of staffing. Information recorded under Quality Theme 1, Statement 1 has also been taken into account here.

At the time of the inspection we noted that foster carers continued to be actively involved in staff recruitment processes. Foster carers also contributed directly to the staff appraisal process.

Training which was co-facilitated by a foster carer supported staff understanding of the foster carer perspective, and as such supported and improvement in understanding.

Foster carers were active foster panel members. As such they had a wider influence in reporting on the quality of staffing within the service.

All foster carers were asked about the quality of their relationship with the supervising social worker at the time of the foster care review. During the inspection, foster carers confirmed that they thought the quality of staff within the service was of a very good quality.

### Areas for improvement

The service told us they planned to promote children's participation in staff recruitment and appraisal processes.

During staff recruitment activity, the service could be clearer with foster carers what influence their views carried within the overall recruitment process.

In conclusion, we assessed that in relation to staffing issues, foster carers had some opportunities to raise issues individually - at the time of the staff member appraisal, collectively through the fostering panel, and the service was likely to take action in respect of these.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 0

### Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

### Service strengths

We looked at this statement at the time of the last inspection and thought that the staff group were professional, well trained and motivated in their work. A new Assistant Head of Business had also recently taken up post. We assessed during the inspection that the staff remained motivated and very committed to their work and were well supported by experienced and skilled team managers.

We noted that all the staff were appropriately qualified and experienced in child and family care. Staff were motivated to provide a high quality fostering service aimed at meeting the needs of children.

Staff advised and we confirmed that staff were registered with the Scottish Social Services Council (SSSC) and worked to appropriate codes of practice.

We experienced a strong culture of learning and development within the service. Staff had undertaken post-graduate training in a number of areas including practice teaching, systemic family therapy, counselling and had been actively supported by the service to do so.

We understood the importance of the learning culture within the organisation. This had been clearly translated to foster carers, who impressed us with their motivation, approach to learning, development, and improving outcomes for children and young people using the service.

The service had begun to adopt a systematic approach to training and had begun to draft a staff training plan which took into account, organisational, team, and individual staff priorities. Staff confirmed that they undertook mandatory training in areas such as child protection, and had opportunities to attend other training both internally and externally.

Staff who had been employed since the last inspection told us about the comprehensive induction process. We saw that all staff had been given a staff handbook with details of staffing policies, including the whistle blowing policy.

Supervision and appraisal took place regularly. Staff told us these were of a high quality and helped them to reflect on their work, and identify areas for further development. Team Managers were available for informal support, advice and guidance.

Team meetings and practice development sessions were used to express ideas, reflect on practice, and consolidate learning. Some staff had lead roles in developing aspects of the service, for example in carer recruitment, training, safeguarding and throughcare and aftercare.

Clear policies and procedures were in place to promote consistency of practice. Good links had been established with a range of local authorities, BAAF (British Association of Adoption and Fostering) and the Fostering Network.

### **Areas for improvement**

The service told us they planned to continue to develop training within the service. Workload planning will continue to be developed to ensure staff have an appropriate and balanced workload. We assessed that the service should continue to develop a systematic approach to staff training.

In conclusion, we noted that all aspects of this statement were met or exceeded. The culture of learning and development within the service was translated at all levels and was firmly rooted in improving outcomes for children and young people. This has informed the grade of excellent for this statement.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

### Service strengths

We looked at this statement at the time of the last inspection and assessed that the service provided very good opportunities for people who used the service to influence management processes within the service. During the inspection, we thought the service had continued to include foster carers and to a lesser extent, in assessing and improving the quality of management within the service. Information recorded under Quality Theme 1, Statement 1 and Quality Theme 3, Statement 1 have also been taken into account here.

The team managers within the service continued to be accessible and foster carers told us that they could talk with them about any issues. Foster carers told us they knew about the changes at management level within the service.

Foster carers had been involved in the recruitment of the new manager for the service.

A consultative group had been formed which met regularly with the management team, including the Assistant Head of Business. The group was representative of each of the support group areas. Members of the group told us that the service was open to listening to views and trying to negotiate to resolve areas of disagreement.

The complaints policy was accessible and well advertised within the service.

### Areas for improvement

The service told us they planned to take more specific consideration of management and leadership following on from feedback questionnaire responses of 2013 and the carer consultation group.

During the inspection, it was evident that some foster carers had forgotten who their representatives were on the Consultation group. We thought the service should consider how this information might be accessed regularly by foster carers.

In conclusion we assessed that in relation to management and service development issues, foster carers had some opportunities to raise issues individually through their supervising social worker and collectively through the consultation group and the service was likely to take action in respect of these.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 0

### Statement 4

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

### Service strengths

We looked at this statement at the time of the last inspection and noted that the service had very good systems in place to assure quality within the service. During this inspection we assessed that the service continued to systematically assess and report on the quality of their work.

Corporately, Barnardo's had adopted a Quality Assessment Framework which identified a number of areas against which services were expected to assess their performance and develop action plans for further improvement. Data was collected in relation to performance and informed the 'Scotland Wide Business Plan'.

The annual report and service development plan was informed by self assessment and business planning and identified key priorities for the service over the next year. These included monitoring outcomes for young people and offering more leadership opportunities for staff.

Staff confirmed they could access guidance which supported their work. Policies and procedure are important as they guide staff in their practice and provide consistency of decision making.

We saw that quality assurance processes involved a range of processes and included regular:

- staff supervision and appraisal processes monitored staff practice and performance
- file auditing monitored the quality of information in files
- independently facilitated, practice discussions supported reflective practice and positive interventions and
- the service regularly collected and reported on performance indicators which supported the service in identifying where there were issues or where they were doing well.

The fostering panel provided an important quality assurance measure for the service. Unfortunately, we were not able to attend a panel during this inspection, but we did seek feedback from panel members. We also spoke with the panel chair and sampled some panel minutes.



We noted that the panel continued to meet regularly to discuss practice and identify areas for improvement within the service. Panel members confirmed that their membership of the panel had been reviewed since the last inspection and some training had been arranged.

Quality assurance systems involved a range of key people as follows:

- foster carers were asked about the quality of the service during their preparation, training events, including those which they facilitated, through membership of the fostering panel and more informally through their relationship with their resource worker;
- children and young people had opportunities to express their views through individual contact with the children's worker and by attending regular events;
- staff raised issues at team meetings and development days and practice development sessions and
- regular monitoring meetings with stakeholders offered opportunities to raise any issues with local authorities.

### **Areas for improvement**

The self assessment for this inspection did not always accurately reflect the work of the service currently. We discussed with the service how they could involve people who used the service (foster carers and young people) and staff in the self assessment process. This should ensure that the information was relevant and accurate

**(See recommendation 1 made under Quality Theme 4, Quality Statement 4).**

We noted that the service generally had a good history of notifying the Care Inspectorate of any changes, accidents or incidents. However, we had not been notified of the absence of the manager or the interim arrangements for managing the service.

**(See recommendation made under Quality Theme 4, Quality Statement 4).**

The service should continue to develop an overview and evaluate the effectiveness of their work. For example, they told us they planned to evaluate the effectiveness of their engagement with children, and the effectiveness of story stem assessments in planning for children. We thought the service should share this work particularly their ability to keep children at the centre whilst still supporting foster carers.

In conclusion, we noted that there were major strengths in how the service assured quality of their provision. The areas identified for improvement did not call into question the already very good practice. Rather these areas represented improvement to already very good performance. This has informed the grade of very good for this statement.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 2

### **Recommendations**

1. The service should ensure that people who use the service and staff within the service are involved in the self assessment process.

**National Care Standards, Fostering and family placement service, Standard 13: Management and Staffing.**

2. The service must ensure that the Care Inspectorate is notified of all incidents, accidents and events as contained in the notification guidance issued by the Care Inspectorate.

**National Care Standards, Foster Care and family placement services, Standard 13: Management and Staffing.**

# 4 Other information

## Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

## Enforcements

We have taken no enforcement action against this care service since the last inspection.

## Additional Information

Not applicable

## Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

## 5 Summary of grades

<b>Quality of Care and Support - 5 - Very Good</b>	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
<b>Quality of Staffing - 5 - Very Good</b>	
Statement 1	5 - Very Good
Statement 3	6 - Excellent
<b>Quality of Management and Leadership - 5 - Very Good</b>	
Statement 1	5 - Very Good
Statement 4	5 - Very Good

## 6 Inspection and grading history

Date	Type	Gradings
4 Mar 2014	Announced (Short Notice)	Care and support 5 - Very Good Staffing 5 - Very Good Management and Leadership 5 - Very Good
27 Feb 2012	Announced (Short Notice)	Care and support 5 - Very Good Staffing Not Assessed Management and Leadership 4 - Good
11 Nov 2010	Announced	Care and support 5 - Very Good Staffing Not Assessed Management and Leadership Not Assessed
18 Feb 2010	Announced	Care and support 4 - Good Staffing 5 - Very Good Management and Leadership Not Assessed
30 Oct 2008	Announced	Care and support 5 - Very Good Staffing 5 - Very Good

## Inspection report continued

		Management and Leadership 5 - Very Good
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All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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### Translations and alternative formats

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrtas.

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