

Care service inspection report

Harmeny School

School Care Accommodation Service

Mansfield Road

Balerno

Edinburgh

EH14 7JY

Telephone: 0131 449 3938

Inspected by: Barbara Miller

Type of inspection: Announced (Short Notice)

Inspection completed on: 25 March 2014



Contents

	Page No
Summary	3
1 About the service we inspected	5
2 How we inspected this service	7
3 The inspection	11
4 Other information	24
5 Summary of grades	25
6 Inspection and grading history	25

Service provided by:

Harmeny Education Trust Ltd

Service provider number:

SP2003002598

Care service number:

CS2003011066

Contact details for the inspector who inspected this service:

Barbara Miller

Telephone 0131 653 4100

Email enquiries@careinspectorate.com

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	6	Excellent
Quality of Environment	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

What the service does well

Children and young people at Harmeny had lots of opportunities for outdoor and energetic activities. They were encouraged to try new things and build up skills for example some of the children and staff participated in a skiing trip. Children and young people had plenty of fun and outings. Staff were warm and caring towards the children and young people. Staff supported children to be well mannered and socially inclusive. This meant that children and young people built up skills for life, as well as getting the most from their time at Harmeny.

What the service could do better

The service should continue to build on the excellent practice which was already there, to include parents/carers and children and young people in assessing and improving all aspects of the service. They should continue to develop the pilot of positive outcomes for children and young people, implementing the GIRFEC model.

What the service has done since the last inspection

The service had some staff re-structuring recently. They have responded to comments from parents and children about the preparation and delivery of meals. They have now identified "Homemakers" within the cottages. This enables food to be tailored to meet the children and young people's needs

.The school has been involved in a pilot framework for evaluating children's outcomes, alongside other providers within the Educating through Care Scotland network. The Chief Executive has a lead role in this initiative."

Conclusion

The service had an ethos of an excellent understanding and values base, they provided a child centred approach to all care practices, policies and procedures. The management team spoke with knowledge and understanding of continuous improvement. On the day of the visit we could see the staff team genuinely cared about the children young people. They strived to sustain the excellent practices, policies and procedures.

Who did this inspection

Barbara Miller

1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Prior to 1 April 2011, this function was carried out by the Care Commission. Information in relation to all care services is available on our website at www.careinspectorate.com.

The Care Inspectorate will award grades for services based on findings of inspections. Grades for this service may change after this inspection if we have to take enforcement action to make the service improve, or if we uphold or partially uphold a complaint that we investigate.

The history of grades which services have been awarded is available on our website. You can find the most up-to-date grades for this service by visiting our website, by calling us on 0845 600 9527 or visiting one of our offices.

Requirements and recommendations

If we are concerned about some aspect of a service, or think it could do more to improve its service, 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.
- A requirement is a statement which sets out what is required of a care service to comply with the Public Services Reforms (Scotland) Act 2010 and Regulations or Orders made under the Act, or a condition of registration. Where there are breaches of the Regulations, Orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Inspectorate.

Harmeny School provides school care accommodation. Harmeny School is an independent, grant aided school which is owned and managed by Harmeny Education Trust Ltd., a not for profit organisation with charitable status.

The school is situated in extensive grounds in a rural setting on the edge of Edinburgh with good access to local amenities and bus routes. The accommodation is provided in four purpose built cottages within the grounds and in one wing of the original nineteenth century house.

The stated aims of the service were contained in the service ethos statement:

"Harmeny strives to become a unique community characterised by a climate of encouragement and support for all, to achieve success.

We seek to create a living and learning environment which promotes personal, social, physical, intellectual and spiritual development.

We encourage high standards within a framework of a structured social organisation which encourages participation and promotes equality of opportunity, fairness and justice.

In recognising our staff as our major resource, we acknowledge our professional accountability to the child, his/her carers and placing agencies for the quality of experiences we provide.

The responsibility to sustain and develop this community is accepted by all regardless of role or status."

These aims are reflected in the provision of 32 places for children of Primary School age up to Secondary Stage Two who have complex social, emotional and behavioural difficulties.

Specialist help is provided to enable children to address and overcome disadvantage. Harmeny School is a national resource with children in residence from throughout Scotland. It operates throughout the year.

Before 1 April 2011 this service was registered with the Care Commission. On this date the new scrutiny body, Social Care and Social Work Improvement Scotland (SCSWIS), took over the work of the Care Commission, including the regulation of care services. This means that from 1 April 2011 this service continued its registration under the new body, SCSWIS.

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

Quality of Care and Support - Grade 6 - Excellent

Quality of Environment - Grade 6 - Excellent

Quality of Staffing - Grade 6 - Excellent

Quality of Management and Leadership - Grade 6 - Excellent

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 or by calling us on 0845 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

Before the visit:

The inspector telephoned the service to discuss the format of the day. The Head of Care agreed to organise the opportunity for her to chat with management, staff, service users and a parent.

We wrote this report following a short notice announced inspection. This was carried out by Inspector, Barbara Miller. The inspection took place on Tuesday 25 March 2014.

As part of the inspection, we took account of the completed annual return and self assessment form that we asked the Manager to complete and submit to us.

During the inspection process, we gathered evidence from various sources, including the following:

- *care plans and risk assessments
- *registration certificate
- *photographs of young people and parents enjoying activities, outings and celebrations
- *records of medication administration and audits of medication
- *storage of medicine
- *records of staff training
- *external and internal staff training
- *strategic objectives and children's outcomes
- *operational business plan 2013-2015
- *discussions with staff, management and chief executive.
- *observation of staff practice
- *discussions with children and young people
- *discussions with a parent who was visiting and having lunch with her son during the inspection.
- *discussion with visiting social worker.

The placing social worker spoke highly of the school, she told us the staff have worked very hard with the young person. He is returning to his parent and will be attending mainstream education. She told us:-

"This is a success story due to all the hard work from the staff at Harmeny"
We observed the indoor and outdoor environment.

We took all of the above into consideration when writing a summary in this report. We also took account of the Public Services Reform (Scotland) Act 2010 and associated statutory instruments, and the Scottish Social Services Council (SSSC) Codes of Practice for Social Services Workers and Employers.

This inspection report should be read in conjunction with the previous inspection report dated 26.11.13.

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

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.

We received a completed self assessment from the service before the inspection took place. In this they identified where they thought they could make improvements and where they showed strengths, in all the areas we looked at in the Quality Statements.

Taking the views of people using the care service into account

We spoke with children and young people informally throughout the inspection. We chatted with young people enjoying an outdoor session and another young man who showed us his room. We spoke informally with children and young people during lunch time in the cottage. They clearly had very positive relationships with the staff in the cottages, showing this through spontaneous affection and laughter.

Comments were very positive and included:

"It's good at Harmeny, it's good mixing with your pals"

"I'm saving up now we have more pocket money."

"I like most of the food, especially pizza"

"Staff explained all about Harmeny when I arrived, and I picked my London duvet cover."

"I'd give Harmeny nine out of ten. they'd get ten if it was in Miami."

"Staff are kind to me"

"We play football outside I like that"

"My mum visits when she isn't working"

"We can go into the wee town, to the shops"

Taking carers' views into account

We met with one parent during the inspection. She was very happy with the service provided. Comments were very positive and included:

"I am made so welcome and invited to social events. They really know how to handle my son and they are honest and transparent with me. My son is treated fairly and he is happy. He is doing much better since coming to Harmeny"

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: 6 - Excellent

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 found that Harmeny had continued to develop the excellent systems which were in place to make sure that the views of children, young people, and their parents/ carers, were an integral part of the service's planning and development. We concluded this after discussions with the children and young people, a parent, staff and managers; observing practice and looking at records and evidence folders. Some of the evidence we considered included:-

*Harmeny had a clear Participation Strategy. In this they outlined their commitment to involving everyone who used or had connections with the service in their evaluation, planning and development. They described the ways that they intended to manage this consultation. A member of staff had responsibility for co-ordinating Participation and further developments in the systems already in place.

*We could see that Harmeny's systems for consultation were fully embedded in their practice. This meant that children and young people, and their parents/ carers knew their views were important to Harmeny, and knew the ways that the service would use their views. It was clear that all involved had an expectation that they would be consulted, and this would form the basis for planning improvements on every level.

*Children and young people and their parents/carers were given information about Harmeny before the placement began, including a visit where possible. The child/young person was given a booklet - 'All About Harmeny' to look at in their own time. This gave information about the school, the staff and the cottages where the children were going to live. It provided the families with opportunities to find out what they should expect from the service, so that they were in a better position to assess whether the service provided matched these expectations. The booklet also included details of the school's website where they could find more information including photographs of the school and cottages.

*Each child/young person was allocated a keyworker. This was a member of staff who:-

attended any meetings with them (like reviews, or hearings of the Children's Panel); gave the views of the child/young person on their behalf at meetings; had responsibility to keep in touch with any other workers such as social workers or workers from other support services; worked with the child/young person to help them develop their skills and change the way they behaved; provided support and encouragement; and linked with the child/young person's family if this was appropriate. Through developing positive relationships with their keyworker, children/young people were encouraged to pass on their views and have these acted on.

*More formal systems were used effectively, such as reviews, cottage meetings and Harmeny School Council.

*Parents/carers were clearly consulted for their views before review meetings. When we spoke with placing social workers, they all confirmed that their views, and those of the child and their parents/carers, were always sought and formed the basis of agreed care plans. Children/young people were helped to express their views in other situations, such as at hearings of the Children's Panel, through compiling a DVD beforehand to outline what they thought. Staff helped children/young people and their parents/carers keep in touch (where appropriate) through setting up Skype for them using webcams.

*We saw that the child/young person's views were recorded following any incidents of physical intervention. These were used to help staff reflect on their practice, and look at ways that they could make changes where necessary.

*Children/young people were involved in recruitment, and had drawn up their suggestions for the qualities a member of staff needed for working at Harmeny. They had contact with board members, both informally and through their attending meetings of the school council. This helped to ensure that children and young people were involved in making strategic improvements. For example, the board had given consideration to children/young people's request for more pocket money. They had carried out a review and agreed an increase as a result.

Areas for improvement

While we could see that the service had established a very effective Parents' Group, as children and young people moved on from the service and new children and young people arrived, parents/carers had also moved on. The service agreed they needed to continue to develop the ways that parents/carers could become involved to maintain this group or find alternative methods which suited the current parents/carers.

The service should continue to develop the excellent practice which we saw at this inspection, and show this can be sustained in order to maintain this grade.

A parent said "It would be good if we could look at the times of the meeting, sometimes I can't make it as I am working during the day"

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

We found evidence that Harmeny had excellent systems to make sure that children/young people's health and wellbeing needs were met. We looked at records, spoke with staff and children/young people, and observed practice in making this assessment. Some of the evidence we found included:-

- Care plans were in place for each child/young person. These were detailed and clearly identified the child/young person's individual needs. Staff showed in discussion that they had a good understanding of the children/young people's needs, as well as what was required from them in order to meet the child/young person's needs. All of the placing social workers we spoke with confirmed that they were fully involved in developing the care plan, and kept updated on any changes in circumstances for the child/young person.
- Staff were guided to follow current best practice through appropriate policies (such as medication, child protection, anti-bullying, promoting positive practice, what to do if a child goes missing, Internet Safety and use of Skype).
- Staff encouraged children/young people to develop healthy lifestyles. They worked closely with staff from Harmeny Outdoors to develop individual programmes for children/young people, recognising their interests and abilities. We saw examples of children and young people's achievements in developing new skills in cycling and skiing, which they clearly enjoyed. Activities with Harmeny Outdoors were linked to the child/young person's care plan, and it was evident that this involvement helped the children/young people make progress on many aspects of their care plan, as well as providing opportunities for education and exercise. Children/young people were also encouraged to join clubs locally, such as rugby, football and judo. Staff made sure that the children/young people had the equipment they needed, and arranged transport so that they could take part in games further away if required.
- Staff had regular training in techniques in how to manage behaviour in a way that helped children/young people stay calm, and how to hold children/young people safely should this be necessary. They were aware of their responsibilities in child protection, and the steps they should take if they had any concerns about a child/young person's wellbeing.

We saw a residential manager encouraging a child to demonstrate his talents of singing, dancing and playing the guitar for us. It was evident the child was eager to perform. He was relaxed and comfortable in his environment and enjoyed the praise and encouragement. We saw the interaction between some of the outdoor staff and young people was positive and enthusiastic. We visited the "Holly" cottage on the day of the visit and enjoyed a nutritious, well presented lunch. The staff and children present had a mutual respect for each other. This created a harmonious and nurturing environment.

- A young person told us:- "It is great I go twice a week to Air Cadets and have made new pals there, the staff have been good cos I don't get home till a bit later, they don't mind as I enjoy it"

Areas for improvement

Since the last inspection the head of care told us the domiciliary and catering staff have been re structured, a new post of Homemaker is being developed. The children can enjoy a nutritious, well-balanced menu with individualised variants. The Homemaker will now be based in a cottage. Meals are now prepared in each cottage.

The service should continue to develop the excellent practice which we saw at this inspection and show this can be sustained in order to maintain this grade.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

Statement 1

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

Service strengths

Evidence found in Quality Theme 1 Statement 1 also applied to this statement. We found that the service used the same processes to consult children/young people and their parents/carers about the environment.

Areas for improvement

Areas for improvement identified in Quality Theme 1 Statement 1 also applied to this

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We make sure that the environment is safe and service users are protected.

Service strengths

We found that Harmeny had excellent systems in place to make sure that children/ young people were cared for safely. We concluded this after discussions with the children and young people, staff and managers, observing practice and from reviewing records. Some of the evidence we saw included:-

The cottages were decorated and furnished attractively and were homely and welcoming. Domestic staff kept them clean and tidy, and set a good example to the children and young people. Through this they helped the children and young people learn good habits.

Children and young people we spoke with all said they felt safe at Harmeny. They confirmed they would tell staff if they were feeling scared or upset.

A parent told us:-

"I felt really guilty when I agreed to send my son here, he gets so anxious. The staff know him so well and I can go to work knowing he is safe here".

A young person told us:-

"The staff are one of the things that is good about living here. They are big and strong and I feel safe with them around"

Areas for improvement

In order to maintain this grade, the service should continue to sustain and develop the excellent practice which we saw at this inspection. We discussed the links that the service had with the Looked After and Accommodated Children's nurse, since the last inspection they are developing their practice in managing illness and infection control. We signposted the service to the most up to date medication best practice guidance. Handling of Medicines in Social Care (RPSGB)
www.rpsgb.org/pdfs/handlingmedsocialcare.pdf

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

Statement 1

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

Service strengths

Evidence found in Quality Theme 1 Statement 1 also applied to this statement. We found that the service used the same systems to consult children/young people and their parents/carers about the staffing.

Areas for improvement

Areas for improvement identified in Quality Theme 1 Statement 1 also applied to this statement.

Grade awarded for this statement: 6 - Excellent

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 found that Harmeny showed excellent practice in relation to this quality statement. We concluded this after discussions with children and young people, staff and managers, observing practice, reviewing record. Some of the evidence we considered included:

- All staff we spoke with were very positive and enthusiastic about their work. They confirmed that they felt well supported by senior staff at all levels, and had regular supervision. They said that there was an open culture where they were encouraged to ask questions and reflect on their practice. They told us they would have no problem reporting poor practice.
- Staff confirmed that they had formal supervision and annual appraisal. They said that this helped them look at their practice and their professional development, and provided opportunities for them to take on new challenges, as well as providing them with support for the work they were doing.
- Staff told us they were involved in evaluating the service, through formal staff meetings as well as weekly meetings in each cottage. They had opportunities for service development through involvement on working groups which were created to look at aspects of the service.
- Staff for whom it was appropriate were registered with the SSSC (Scottish Social Services Council). Harmeny supported staff who needed to gain qualifications to meet the conditions of their registration with SSSC. They did this through providing training courses to gain the qualifications, and in freeing staff time to allow for study, with appropriate guidance. Where staff needed some additional support, Harmeny made sure this was in place.
- Staff had opportunities for support and discussion with the service's consultant psychotherapist, who provided analysis and guidance on individual children/young people's behaviour as well as a theoretical basis for behaviours presented.

- The Head of Care confirmed that the service were involved in consolidating the ethos of the service - the 'Harmeny Way', so that clear expectations were agreed about how staff would interact with children, young people, parents, carers and other professionals.
- We saw that the service invested in ongoing staff training, both mandatory and specialist for example "self harming and sensory considerations"
- A parent told us "The staff go that extra mile, they support the whole family. We are discussing how we can support my daughter who doesn't attend Harmeny. My son has an after school activity with his key worker once a week. The worker brings him home and discusses the session with me, I find this very supportive"
- Young people told us: "The workers are fair and the rules are discussed all the time. They always listen to our side of the story"

Areas for improvement

The service should continue to sustain and develop the excellent practice which we saw at this inspection, in order to maintain this grade.

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: 6 - Excellent

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

Evidence found in Quality Theme 1 Statement 1 also applied to this statement. We found the service used the same systems to consult children/young people and their parents/carers about the management and leadership of the service.

Areas for improvement

Areas for improvement identified in Quality Theme 1 Statement 1 also applied to this statement.

Grade awarded for this statement: 6 - Excellent

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

Some of the evidence which we discussed in Quality Theme 1 Statement 1 also applied to this statement. In that statement we identified a range of ways that the children/young people, and parents/carers could pass on their views. Other people who were involved with the service were known as stakeholders. These could include social workers, health professionals, and other services offering support to the children/young people. We saw that Harmeny had continued to develop their systems of quality assurance, some of which included other stakeholders.

Some of the evidence we considered, included:-

- We saw that the service's systems for participation provided feedback which linked into their systems of quality assurance
- Board members were now more involved in the service. They had a range of opportunities for joining children and young people in events, and through attending and chairing groups and committees. For example, such as the Professional Practice Group which met three times per year. The Head of Care confirmed that board member's involvement in reviews of aspects of the service had brought a new perspective, which they valued in looking at ways to make continued improvements.
- Staff were involved in giving feedback through consultations, as well as directly to managers via staff meetings or in day to day contact.

Through these strategies the service ensured that all involved with the service had a meaningful impact on its development .

The service had embedded monitoring and evaluation methods for all practices, procedures policies in Harmeny. The management team regularly audited and analysed record keeping.

The Head of Care was invited to represent the sector. This was to share Harmeny's excellent self assessment/quality assurance practice. This was to counterparts in another country.

Areas for improvement

The service should continue to look at ways to involve parents/carers and other professionals in the development of the service.

In order to maintain this grade, the service should continue to sustain and develop the excellent practice which we saw at this inspection.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

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

This was the service's second inspection visit this year.

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

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Environment - 6 - Excellent	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
Quality of Staffing - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Management and Leadership - 6 - Excellent	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

6 Inspection and grading history

Date	Type	Gradings
26 Nov 2013	Unannounced	Care and support 6 - Excellent Environment 6 - Excellent Staffing 6 - Excellent Management and Leadership 6 - Excellent
16 Nov 2012	Unannounced	Care and support 6 - Excellent Environment 6 - Excellent Staffing 6 - Excellent Management and Leadership 6 - Excellent
9 Mar 2012	Unannounced	Care and support 6 - Excellent Environment Not Assessed Staffing 5 - Very Good Management and Leadership Not Assessed

Inspection report continued

25 May 2011	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 5 - Very Good Not Assessed
26 Jan 2011	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 5 - Very Good Not Assessed
23 Jun 2010	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 5 - Very Good 5 - Very Good
29 Jan 2010	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent Not Assessed 5 - Very Good Not Assessed
4 Mar 2009	Unannounced	Care and support Environment Staffing Management and Leadership	Not Assessed Not Assessed 5 - Very Good Not Assessed
5 Nov 2008	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 6 - Excellent 5 - Very Good 5 - Very Good

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

To find out more about our inspections and inspection reports

Read our leaflet 'How we inspect'. You can download it from our website or ask us to send you a copy by telephoning us on 0845 600 9527.

This inspection report is published by the Care Inspectorate. You can get more copies of this report and others by downloading it from our website: www.careinspectorate.com or by telephoning 0845 600 9527.

Translations and alternative formats

This inspection report is available in other languages and formats on request.

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

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

ہے بایتسرد می م وونابز رگی دی روا ولکش رگی دی رپ شرازگ تعاشا ہی

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

ی.رخأ تاغل بو تا قیسن تب بل طلا دن ع رفاو تم روشنم الا اذه.

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

Telephone: 0845 600 9527

Email: enquiries@careinspectorate.com

Web: www.careinspectorate.com