

# Care service inspection report

Full inspection

**Old Mill**

**School Care Accommodation Service**

Branshogle  
Balfron  
Glasgow



HAPPY TO TRANSLATE

Service provided by: Spark of Genius (Training) Ltd

Service provider number: SP2006008009

Care service number: CS2009232535

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

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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 environment	5	Very Good
Quality of staffing	5	Very Good
Quality of management and leadership	5	Very Good

### What the service does well

We found that Old Mill provided very good quality residential care and support to young people.

We saw that planned admissions were managed very well.

Outcomes were positive for the young people and we saw that two young people had recently been supported to move on to more independent lifestyles.

We found that the managers and staff worked very hard to provide a homely, stable and safe environment for the young people living there.

Relationships between young people and staff were very good.

The service was very good at supporting young people's schooling and training.

Staff had access to a wide range of training opportunities.

We found the house to have a homely atmosphere and to be decorated, furnished and maintained to a high standard.

### **What the service could do better**

The service should re-institute regular formal supervision for all staff. This had fallen away in the absence of a house manager.

A staff development day would allow for the consolidation of high staff morale and identify shared goals for the future.

The "Talking Wall" should be instigated as planned.

A resolution to the poor car parking arrangements should be identified as planned.

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

In the absence of a house manager, the assistant manager and the external manager had worked very hard to maintain and improve upon practice. We found staff practice, morale and commitment to be very good. The very recent appointment of the house manager was proving beneficial and was providing the longer term in-house leadership required.

The posts of senior practitioner were being filled, with one person due to take up post shortly and the other in the process of being recruited.

## Conclusion

We found that the managers and staff worked very hard to provide a homely, stable and safe environment for the young people living in Old Mill.

Relationships between young people and staff were very good.

The service was very good at supporting young people's schooling and training.

Outcomes were positive for the young people.

We found the house to have a homely atmosphere and to be decorated, furnished and maintained to a high standard.

# 1 About the service we inspected

Old Mill provides a registered school care and accommodation service for young people who are attending school away from their home area. It is provided and supported by the Spark of Genius company.

Old Mill provides very good quality residential care and support to young people.

The service is in a quiet countryside location yet within reach of Glasgow.

The service is registered to care for up to five young people. Four young people were resident at inspection.

## Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

## Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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 environment - 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

This unannounced inspection was carried out by an inspector of the Care Inspectorate on 20 and 21 October 2015.

Prior to inspection we looked at the annual return, the self assessment and the previous inspection report.

We spoke with the external manager, the manager, the assistant manager, four members of the staff team and a relief member of staff. We had a brief conversation with the cook.

We attended a staff meeting.

We spoke with two of the young people living in Old Mill and said a brief "hello" to a newly admitted young person.

We received an e-mail response from a placing senior social worker.

We examined a range of policies, procedures and other documentation.

We looked around the property.

Interaction between young people and staff was observed throughout the inspection.



## **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.firescotland.gov.uk](http://www.firescotland.gov.uk)

## 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 service provided us with a detailed self assessment. They identified areas of good practice and areas for development.

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

We spoke with two of the young people living in Old Mill and said a brief "hello" to a newly admitted young person.

The two young people were very positive about the service, citing "the staff" as a major positive contributory factor.

They told us that they went "to staff" if they had any worries or issues.

They told us that they felt "safe" within the service.

They said that they received very good support to attend their school.

They said that the food was "banging (excellent)" and that they had "the best cook in the world".

## Taking carers' views into account

We did not speak with parents/carers at 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

This statement was examined as the participation of children and young people in their care and support is very important to achieving good outcomes for them. In 2015-16 all services are being inspected against this statement.

The service had a Participation Policy in place which made it clear that views, concerns and suggestions were welcomed.

Each young person received a Welcome Pack upon admission that detailed how they could contribute to their care and support and to life within the service.

We found that young people were encouraged to be involved in drawing up their support plans and risk assessments. This was facilitated by an effective key working system and ensured that young people were aware of their short, medium and long term goals.

Young people were supported to attend formal care reviews with some young people contributing a 'Having your say' written report. It was evident in speaking with young people, that staff listened to their views about future plans and advocated on their behalf.

Young people were involved in planning their week ahead, including activities and the menu.

A young people's meeting took place weekly, although both the young people we spoke with preferred to raise issues directly with staff and managers.

We saw that an increase to toiletries allowance had been progressed by young people raising the matter at a meeting.

Questionnaires were issued annually to young people seeking their views. The report of the collated findings showed that overall, young people were happy with the level of care provided, the quality of the environment, staff and management performance.

Questionnaires were also issued to placing social workers and, where applicable, parents/carers.

Young people were involved in compiling a 'Weekly Feedback' detailing the events of the week. This was forwarded to placing social workers and, where appropriate, to parents/carers.

Young people knew how to contact Who Cares?, a young people's advocacy service. This meant that they could get assistance if they wished to raise an issue. The worker was a regular visitor to the service.

Young people, if they wished, were routinely involved in drawing up questions for staff selection.

Spark of Genius provided an opportunity for young people throughout its services to meet with senior management on an eight-weekly basis. This "Parliament" allowed issues to be raised and progressed. One young person from Old Mill had attended the recent meeting.

Spark of Genius has introduced new young people inspectors to inspect individual services provided by them. This was supported by the Who Cares worker. A recently discharged young person had taken part in inspecting another house. It is anticipated that all services will be subject to an inspection by a young person inspector.

A complaints system was in place. Young people told us, however, that they went directly to staff or the manager with any concerns.

### Areas for improvement

The "you said - we did talking wall" should be instigated as planned.

The location of the notice board should be reconsidered in consultation with the young people.

The manager was keen to explore the dissemination of information to young people using e-mails and mobile phones.

### Grade

5 - Very Good

**Number of requirements - 0**

### Recommendations

**Number of recommendations - 1**

1. To improve upon young people's participation in the service:

a) the "you said - we did talking wall" should be instigated as planned.

b) the location of the notice board should be reconsidered in consultation with the young people.

c) the dissemination of information to young people using e-mails and mobile phones should be explored.

NCS 10 School Care Accommodation Services - Contributing to Your Care.

## 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

This statement was examined as we are looking at the educational outcomes for children and young people in this inspecting year.

Spark of Genius had its own school, which two of the young people attended.

One young person was attending college full time and the young person admitted at inspection received home tutoring.

Two young people recently discharged to more independent lifestyles had benefited from attending the Spark of Genius school.

We saw that young people were well supported in their education. Of particular note was the role of the education/care worker who transported young people to school, supported them whilst there and returned them home on an evening. This was experienced as very supportive by the young people.

We saw that the service was very good at drawing together health information prior to and after admission.

Very good support planning and risk assessment arrangements were in place.

We saw that support plans and risk assessments were updated regularly.

We saw that support plans used the SHANARRI (safe, healthy, achieving, nurtured, active, responsible, respected and included) wellbeing indicators. This allowed young people to use key time to work with staff to set achievable targets. Their progress was monitored in an outcomes framework document. This supported young people to monitor their progress and provided staff and others with up to date information on progress.

All young people were registered with a local GP, dentist and, if applicable, optician.

Staff members were proactive in ensuring young people received support and guidance from sexual health service as required.

Young people had access to a smoking cessation programme.

Medication was stored appropriately and administration records were in order.

We saw that young people could be referred to Child and Adolescent Mental Health Services (CAMHS) if necessary.

Spark of Genius had its own psychologist who was consulted regarding support planning and practice.

We saw that the service worked hard to ensure that young people met with their families as appropriate.

We saw that due regard was given to healthy eating. Young people, in conjunction with staff and the cook, planned the menu and, if they chose, were involved in the grocery shopping and cooking. The cook worked hard to provide a healthy diet balanced with young people's likes and dislikes. One young person was pursuing a career in catering as a result of his work alongside the cook. Young people were very happy with the quality and variety of meals.

The service had received a "Healthy Living Award".

Young people told us of their opportunities to be involved in sport and leisure activities including horse riding, bowling, swimming, cycling and go karting. One recently discharged young person had secured employment at the providers own stables.

Each young person produced their own weekly plan in conjunction with their key worker.

All staff received child protection training on an annual basis.

Likewise, all staff were trained in Therapeutic Crisis Intervention (TCI), a de-escalation and physical intervention framework. We saw that very good debriefing arrangements were in place for young people and staff following incidents. Incidents were very few and managed well.

All staff were trained in basic first aid and food hygiene.

### Areas for improvement

The service should continue to support young people in achieving their potential and to promote their health and wellbeing.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**



## Quality Theme 2: Quality of Environment

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 environment within the service."

### Service strengths

See also Quality Theme 1 Statement 1.

We saw that the house was well decorated, equipped and maintained.

Young people were involved in choosing colour schemes and furnishings.

Young people were able to decorate their bedrooms as they wished.

### Areas for improvement

The service should continue to consult with young people and to maintain a very good living environment.

### Grade

5 - Very Good

**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

This statement was examined after an examination of: the self evaluation returned to the Care Inspectorate, the previous inspection report, placing agencies feedback and any notifications and complaints we received.

We found that the service had in place appropriate safety and protection arrangements.

Visitors were greeted by staff upon arrival and identification checked. Visitors were required to sign a 'Visitors' Book'.

We found the building to be very well maintained, furnished, equipped and decorated.

The house was extremely well suited to group living. It was large yet homely, with spacious communal areas and good sized individual bedrooms. The house was clean and tidy. The environment was very well maintained. The gardens were large and well maintained.

A fence was erected around the home for safety reasons as the property bordered a river.

Grounds were covered by CCTV.

Young people were helped to maintain a clean and safe environment and were supported to keep their bedrooms tidy and clean.

Best practice in relation to health and safety was adhered to including, safer food handling and hygiene practices. Food and fridge temperatures were monitored. The kitchen was well equipped and maintained to a high standard. Staff had received food hygiene training.

Health and safety checks were carried out routinely to ensure a safe environment.

We were told that repairs were dealt with quickly using local trades people.

We found the staff team to be aware regarding child protection and safe care generally.

All staff were trained in TCI.

We saw that there was a range of policies covering health, safety and wellbeing issues, for example, complaints, confidentiality, food handling, health and safety and non smoking.

There was an anti-bullying strategy in place.

There was a whistle blowing policy in place.

The service had 'Substance Misuse' procedures which made clear the action to be taken in the event of a young people returning to the service under the influence of drugs and/or alcohol to ensure well-being.

Staff members followed Spark of Genius procedures when young people failed to return to the placement. This involved notifying parents and the police. There was clear guidance available to staff on following this procedure.

There was an on call system in place for staff to contact management in an emergency outwith office hours. This worked well. The staff we spoke with stated they felt safe and supported.

The external manager was a regular visitor to the service and was known to young people and staff. Her support was acknowledged by staff and the manager. She had played a very active role in supporting the assistant house manager during the absence of a house manager.

## Areas for improvement

The service should continue to ensure that the environment is safe and service users are protected.

To complement on call arrangements, the manager was implementing a "responder" system.

This entailed staff being on call to cover emergencies. This would be on a voluntary basis and would be remunerated. Staff at inspection were keen to play a part as we saw during discussion at the staff meeting.

Parking arrangements were acknowledged as being poor and potentially dangerous. The provider was in dialogue with the landlord with a view to creating a more appropriate parking area that would negate the need to reverse on to the main road.

## Grade

5 - Very Good

**Number of requirements - 0**

## Recommendations

**Number of recommendations - 1**

1. A more appropriate parking space should be created.  
NCS 5 School Care Accommodation Services - Comfort, Safety and Security.

## 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

See Statement 1.1

Young people could be involved in staff recruitment interviews and in drafting questions for interview.

### Areas for improvement

The service should explore further how to involve service users in recruitment, induction and development of the staff team.

### Grade

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

This statement was examined after an examination of: the self evaluation returned to the Care Inspectorate, the previous inspection report, placing agencies feedback and any notifications and complaints we received.

Whilst very early days, we saw that the manager and staff worked well together and that the manager provided good leadership.

Prior to the managers' appointment, the assistant manager had provided leadership within the service, supported by the high profile of the external manager. This had proved effective, with staff feeling appropriately supported, supervised and guided.

We observed very good staff practice and interaction with young people throughout the inspection.

We witnessed informed and insightful dialogue regarding the care of young people.

We were advised of recruitment arrangements that ensured all relevant checks were carried out prior to appointment. A robust induction and mandatory training programme was in place.

All staff were registered with the Scottish Social Services Council (SSSC). A minority were conditionally registered on the basis of achieving required qualifications.

Staff had access to a range of training and development opportunities including TCI, First Aid, autism awareness, suicide and self harm and "Every Second Counts".

Individual staff members held over view of key areas such as money, files and folders and medication. This provided an additional audit procedure and ensured that policy and procedure were adhered to.

Staff meetings were held weekly and we saw that they worked well, with very good discussion and debate. The meeting had appropriate decision making authority. We saw very good forward planning as regards staff cover over the Xmas and New Year period.

A very good staff rota was in place that effectively balanced the needs of the service with maximizing staff time off. Staff cited this as a major contributor to very good morale.

The service used a small "Bank" of relief staff to cover for absences. This system worked well, with Bank staff feeling supported and involved. Young people benefited from knowing the staff covering absences. Shifts were also covered by overtime and time off in lieu arrangements.

Debriefing took place following incidents. Incidents were very few.

Staff showed a good awareness of child protection issues and safe care generally.

Staff were supported by a Psychologist who offered advice on how best to support individual young people.

We saw that SSSC Codes of Practice and National Care Standards were available to staff for reference. Staff we spoke with evidenced knowledge of both.

Staff told us that they felt supported in their work and that morale was very good.

## Areas for improvement

The provider should continue to promote and maintain a positive and productive staff team.

Staff should continue to be supported in achieving the necessary qualifications to fully register with the SSSC.

Supervision had fallen away during the absence of a house manager. However, staff had felt supported by the assistant manager and the external manager. The manager, in post for just over a week, was putting in place a supervision model at inspection.

The manager at inspection proposed that the agenda of the staff meeting alternate between a business agenda one week and a case management agenda the next. This proposal was welcomed by the staff team at the meeting we attended. This matter should be progressed.

The manager was introducing a "Care Standard of the Month" feature that required staff to familiarise themselves with a named standard and discuss how well the service met the standard. This matter should be progressed.

The vacant senior practitioner post and staff member post should be filled as soon as possible.

A staff development day would allow for the consolidation of high staff morale and identify shared goals for the future.



## Grade

5 - Very Good

**Number of requirements - 0**

## Recommendations

**Number of recommendations - 2**

1. All staff should receive regular formal supervision.

NCS 7 School Care Accommodation Services - Management and Staffing.

2. Consideration should be given to holding a Staff Development Day.

This would allow for the consolidation of high staff morale and identify shared goals for the future.

NCS 7 School Care Accommodation Services - Management and Staffing.

## 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

Please see Quality Theme 1 Statement 1.

Young people had daily access to the manager and were on first name terms with the external manager.

### Areas for improvement

The service should continue to develop and facilitate the involvement of service users, families/carers and other stakeholders in assessing and improving the quality of all aspects of the service.

### Grade

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

This statement was examined after an examination of: the self evaluation returned to the Care Inspectorate, the previous inspection report, placing agencies feedback and any notifications and complaints we received.

The service provided us with a very good self assessment in which they identified areas of good practice and areas for development.

The service has a quality improvement policy which detailed how the quality assurance practices should be carried out to ensure best possible service performance.

The service told us that "following weekly audits carried out by the staff team, the management team carry out a full audit of the systems and files on a monthly basis. A quarterly monitoring report is submitted to Heads of Service and a quarterly update on the Quality Assurance Action Plan is provided by the Old Mill management team detailing the progress made. All processes assist the overall Quality Improvement Process." We saw that this system worked well.

On an annual basis questionnaires were sent to stakeholders, parents and young people in order to "invite feedback in relation to service delivery and development following which an Outcomes Document is made available to all." Examples of returned questionnaires that we saw were very positive about the service.

Young people had regular access to the manager and assistant manager. This meant that they were able to feed back their experience of living within the service.

The manager and assistant manager described to us their monitoring and auditing of case files.

LAAC reviews were an opportunity for the young person and a range of professionals to formally share their views of the service.

Staff supervision and the staff meeting provided opportunities to quality assure the service being provided.

The manager received regular supervision from the external manager.

The manager told us that the external manager would sample case files and other records during her visits.

### Areas for improvement

The provider should explore further ways in which to gather and analyse information with a view to improving the service.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## 4 What the service has done to meet any requirements we made at our last inspection

### Previous requirements

There are no outstanding requirements.

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

### Previous recommendations

1. The provider should ensure all staff are equipped to work with young people in setting and achieving positive outcomes.

National Care Standards, School Care Accommodation, Standard 7: Management and Staffing.

**This recommendation was made on 09 February 2015**

We saw that staff were supported in carrying out their role and that training and development opportunities were very good.

This recommendation has been met.

**2. There should be an improvement to internal communication to ensure consistency in the care offered to young people.**

**National Care Standards, School Care Accommodation, Standard 6: Support Arrangements.**

**This recommendation was made on 09 February 2015**

A comments log had been introduced.

Each member of the team had their own e-mail address.

We saw that the staff meeting worked well.

Staff told us that communication was effective within the service.

This recommendation has been met.

**3. The provider should introduce STORM training to meet the specific needs of some young people.**

**National Care Standards, School Care Accommodation, Standard 7: Management and Staffing.**

**This recommendation was made on 09 February 2015**

Four members of staff had received STORM training.

A number of staff across the provider's services were trained as STORM trainers.

This recommendation has been met.

4. The service should follow the providers guidance to ensure high levels of quality assurance.

**National Care Standards, School Care Accommodation, Standard 7: Management and Staffing.**

**This recommendation was made on 09 February 2015**

The service had followed the providers guidance regarding audit and quality assurance activity.

This recommendation has been met.

## 6 Complaints

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

## 7 Enforcements

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

## 8 Additional Information

We received an e-mail response from one placing senior social worker. Their views of the service were very positive.

Comments included:

"(very good) support and advice offered to the young person placed within Old Mill evidenced by the improvement in his personal and educational development."

"Young Person has benefitted greatly from a consistent structure and routine which had previously been lacking which has allowed him to improve in all aspects of his development."

## 9 Inspection and grading history

Date	Type	Gradings	
9 Feb 2015	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	4 - Good
11 Aug 2014	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	4 - Good
21 Mar 2014	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
26 Jul 2013	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
21 Dec 2012	Unannounced	Care and support	Not Assessed
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	Not Assessed
26 Sep 2012	Unannounced	Care and support	4 - Good
		Environment	Not Assessed
		Staffing	Not Assessed
		Management and Leadership	4 - Good
15 Dec 2011	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate



		Management and Leadership	3 - Adequate
5 Aug 2011	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	4 - Good

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is c?nain eile ma nithear iarrtas.

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