

# Care service inspection report

Full inspection

## Castlehill Housing Support Services Housing Support Service

4 Carden Place  
Aberdeen



HAPPY TO TRANSLATE

Service provided by: Castlehill Housing Association Ltd

Service provider number: SP2004006411

Care service number: CS2004070937

Inspection Visit Type: Unannounced

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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	4	Good

### What the service does well

The majority of service users who took part in the inspection told us that they were very happy with the quality of support they get. Service users really valued the kind and hardworking staff who do things to help them to keep safe, well and to enjoy life and to stay in their own home.

### What the service could do better

- We asked the sheltered housing manager to keep a closer eye on when housing support reviews are due to make sure that they happen at the right time and to check the records that sheltered housing managers keep and give them feedback on its quality.
- We were pleased that the service manager had identified falls prevention as an area where improvements could be made on already good performance. The service intends to raise staff awareness and knowledge to reduce the risk of falls

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

- People who use the Chinese Amenity Housing project now have access to support plans in Cantonese as well as English.

- All service users are now given the opportunity to say what they think about the service they receive when their housing support plan is reviewed.

### **Conclusion**

We were pleased to find that the managers and staff were knowledgeable, caring and motivated. They had a clear understanding of their role and were committed to supporting service users to live well in their own homes. In the future the service would like to do more to reduce the risk of service users falling.

# 1 About the service we inspected

Castlehill Housing Support Services provided support to tenants in a variety of sheltered housing complexes, throughout Northeast Scotland. An outreach service, the Key Project, was provided for people who were living in their own homes and who need support to maintain their tenancy.

## 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 staffing - Grade 5 - Very Good**

**Quality of management and leadership - Grade 4 - 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 medium intensity inspection. We carry out these inspections where we have assessed the service may need a more intense inspection.

### What we did during the inspection

We wrote this report following an unannounced inspection which was carried out by an inspector. We visited:

- The head office on 12 August 2015 between 10am and 4.45pm
- Two sheltered housing schemes in Aberdeen on 13 August 2015
- Two sheltered housing schemes in Aberdeenshire and Moray on 14 August 2015.

We visited the head office on 19 August 2015 to give feedback to the management team at the end of the inspection.

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

We visited the head office and four sheltered housing schemes. During these visits we spoke to:

- the service manager
- the sheltered housing manager
- the housing support officer (Key Project)
- a tenant participation officer
- a housing support worker (Key Project)
- six scheme managers (sheltered)
- a relative
- six service users

We looked at:

- Housing support plans and contact records
- Housing support reviews
- Accident and incident information
- Sheltered housing meeting minutes
- Key Project meeting minutes
- One-to-one supervision records
- Service information
- Training records
- Recruitment records
- training and staff supervision records
- Annual reports
- Service user questionnaire.

### **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 self assessment identified some strengths as well as some areas for improvement.

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

Before the inspection we sent the service manager 250 care standards questionnaires and asked her to pass them on to service users so that they could tell us their views on the service. We received 136 completed questionnaires. An inspection volunteer also contacted 12 service users by telephone and was able to ask eight of them for their views. We also talked to six service users who live in sheltered housing.

The majority of service users told us that they were happy. Many service users included comments which explained, what they valued about the support they received. They told us:

- "I receive all the care and support I require from the warden. I am happy with this support."
- "The service provided by Castlehill is exemplary in every way."
- "I consider myself lucky as to the position I am in."
- "The service has been an enormous help to me and I am still being helped

with benefits etc. I honestly do not think I would have managed without all the help I receive. This service is so valuable."

- "This is a much needed service. I would be in a mess if this service was not available. Regular visits are reassuring. Phone service when need in between visits."

- "When I needed help with a bill I was very grateful for the skilled intervention of the manager, and for the invaluable help she gave me, without undermining my confidence in my own ability to manage my own affairs."

- "Castlehill's Key Project worker made contact with me early in my tenancy and also gave me invaluable advice and help in a way which was both highly professional and easy to accept. I'm very glad I'm here."

- "They are good to me. If I need anything they are there."

- "I get a' that I am needing."

- "I could not have been more contented."

- "I don't know where I would be without he help."

- "Staff call daily (Mon-Fri) to ascertain that all is well. They are very pleasant and polite at all times."

- "Full marks."

- "I am completely happy and well looked after. The staff on duty at this sheltered complex are friendly and very efficient and they organise events that keep us happy."

Since the last inspection the scheme managers' hours had been reduced in some sheltered housing schemes due to funding issues. Service users knew how to contact the emergency out-of-hours service when scheme staff were

not on duty, however, some service users did not agree with this change and they were disappointed about the reduction in hours.

The sheltered housing manager told us that due to financial constraints the provider had made the difficult decision that sheltered housing staff would no longer assist service users to change light bulbs as this service was not part of the housing support agreement. Some tenants were disappointed about this change as they were used to staff being able to help them in this way. The provider had explained why this service was being withdrawn and made sure that service users knew who could help them in future. Sheltered housing staff now helped service users to call for assistance when their light bulbs needed to be changed. The provider had also purchased free-standing lights which service users could use whilst waiting for their light bulb to be changed.

We contacted the manager before the inspection to pass on a concern raised about a landlord issue.

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

We spoke to one relative who raised a concern about an access issue when sheltered housing staff were off duty.

## 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 graded this Quality Statement very good. This grade applies to performance characterised by major strengths. Identified areas for improvement represent improvements to be made on already very good performance and not on weak performance.

Service users discussed their support needs with a member of staff and agreed what should be included in their support plan. Overall, service users were very satisfied with the level of support and encouragement they received to plan their support as it enabled them to stay in their own home and also helped them to feel safe, healthy and happy.

Most housing support plans were reviewed every six months. This gave tenants an opportunity to discuss whether they were still getting the right level of support and to comment on its quality. **See also Areas for improvement.**

The provider had organised other ways that service users could comment on the quality of their support. This included:

- Annual meetings in each sheltered housing complex which gave tenants the

opportunity to talk to the sheltered housing manager about the support they received. This year the meetings were also being attended by a tenant participation officer so that they could let service users know how to get involved in discussions and decision-making at an organisational level.

- A tenants panel which was open to people who used the housing support service. This group helped Castlehill to make decisions. For example, since the last inspection they had helped to review and improve written information about the service by deciding to include more content that was of particular interest to tenants and by making it easier to read.

- Service users were also asked for their views on specific policies. For example, a service user who had experienced anti-social behaviour helped review the organisation's policies in this area. We were pleased to find that service users' experience was valued and used to help make life better for others.

Plans were in place to increase the opportunities for tenants (including those who receive housing support) to help assess and improve the quality of the service:

- The provider understood that it was difficult for some service users to attend meetings in Aberdeen so a Readers' Panel was about to be set up. This reference group will be consulted about decisions from the comfort of their own home.

- A scrutiny panel was also being established to take a more in-depth look at how well different parts of the service were working and to suggest improvements.

The management team took service users' complaints seriously. We found that they took time to understand the complaint and carried out a thorough investigation.

### **Areas for improvement**

Approximately 20% of tenants who took part in the inspection told us that they did not know how to make a complaint. The provider had already taken steps to raise awareness by including information in a tenants' newsletter and

handbook. Records showed that staff had also shared information about how to make a complaint on to those who had concerns. The provider should continue to raise awareness of how to make a complaint.

The management team agreed with us that tenants may feel less able to raise concerns about the quality of their support when the person who asks them for feedback is also the person who provides the support. When the housing support review process is updated, consideration should be given to offering tenants alternative ways of providing feedback.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 3

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

### Service Strengths

We graded this Quality Statement very good. This grade applies to performance characterised by major strengths. Identified areas for improvement represent improvements to be made on already very good performance and not on weak performance.

The Key Project was recognised by service users as a valuable source of support that helped them to stay in their own home and to feel safer, happier and healthier. When service users described the support they received, it was evident that conversations and contact with staff were often reassuring and empowering experiences. We were told:

- "Castlehill's Key Project worker made contact with me early in my tenancy and also gave me invaluable advice and help in a way which was both highly professional and easy to accept. I'm very glad I'm here."
- "I am extremely pleased with the service I have received. My key worker has

been extremely helpful in helping me to set up my house and sort out my bills and expenditures etc."

Service users who lived in sheltered housing also commented on the positive impact that the housing support service had on their lives. This included service users feeling safer in their own homes, leading a more active life and enjoying the company of others more. We were told:

- "The site managers go above and beyond their remit every day and I count myself fortunate to be here!"

- "The warden does far more above and beyond her duties for her tenants and is always so pleasant."

- "I am completely happy and well looked after. The staff on duty at this sheltered complex are friendly and very efficient and they organise events that keep us happy."

- "There's nothing more really the staff can do to make my life easier and they are very helpful and make me comfortable and are very polite."

Each service user had a concise written plan which set out the housing support they should receive. An important element of the sheltered housing support plans were the regular wellbeing checks. Service users told us, and it was also confirmed by written records, that staff could be relied upon to get in touch to see how they were doing.

The staff knew about the other people, such as relatives, welfare power of attorneys and health professionals, who were involved in service users' support. Their details were also recorded in the support plan and staff knew when and how to contact them.

Our discussions with service users and staff highlighted the positive impact that the housing support service had on service users' quality of life. We were impressed by the person-centred approach demonstrated at the sheltered housing complexes we visited. For example:



- Small environmental changes were being made so that it was easier for service users to socialise
- Groups and activities were organised to suit the people who lived in the complex. Service users told us how much they had enjoyed a recent event and that the opportunity to get out and socialise meant a lot to them.

In response to a requirement in the last inspection report the provider had written support plans in Cantonese and English for the Chinese Amenity Housing Project.

### Areas for improvement

Our discussions with scheme managers in sheltered housing highlighted a need for additional guidance in relation to incident reporting. Staff had not considered reporting two recent situations when service users were in potentially risky situations which put them at risk of harm **(see Recommendation 1)**.

The service manager was aware that service users who used the sheltered housing service were at increased risk of falling and that falls could have a significant negative impact on service users' health and wellbeing. For example, a service user who falls may try to reduce the risk of falling again by going out less which can lead to social isolation and a reduction in mobility.

The service manager hoped to develop a strategy so that tenants could receive advice and support to reduce the risk of falling. We asked our rehabilitation consultant to provide the service with advice to support this important improvement.

The support plans we read described the support that service users received, however, the outcome was not identified. Some contact records showed that service users were receiving more support than their plan suggested. When support plans are reviewed it would be helpful to talk about how the support aims to maintain or improve the quality of service users' lives (the outcome) and ensure that it accurately reflects the support which is being provided **(see Recommendation 2)**.

Support plans did not always specify how or when staff would contact service users to check on their wellbeing. It would be helpful to record this information to promote consistency when permanent staff are absent or when new staff are appointed.

We signposted the service to Scottish Government information leaflets about cardiopulmonary resuscitation which staff can share with service users when discussing DNACPR forms (do not attempt cardiopulmonary resuscitation).

### **Grade**

5 - Very Good

**Number of requirements - 0**

### **Recommendations**

**Number of recommendations - 2**

1. The manager should ensure that staff are familiar with and follow guidance which ensures that situations when service users were at risk of harm are identified as incidents and reported accordingly.

#### **National Care Standards Housing Support Services: Standard 3 - Management and Staffing Arrangements.**

2. Contact records should be used to help ensure that plans accurately document the support that service users receive. Plans should identify outcomes as well as specifying tasks.

#### **National Care Standards Housing Support Services: Standard 4 - Housing Support Planning.**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

### Statement 2

"We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff."

### Service Strengths

We graded this Quality Statement very good. This grade applies to performance characterised by major strengths. Identified areas for improvement represent improvements to be made on already very good performance and not on weak performance.

There had been a low staff turnover since the last inspection. Recently appointed staff had been recruited safely. The service manager carried out all the required checks to make sure that new staff were suitable to work with vulnerable people. This included:

- Finding out about applicants' academic and work history.
- Taking up professional and character references.
- Checking whether applicants were members of the Protecting Vulnerable Groups scheme.
- Interviewing applicants to find out about their knowledge, skills and attitudes.

We were pleased to find that the induction process included learning about the organisation's values, meeting colleagues, getting to know service users and being shown how to implement policies and procedures. A new member of staff told us that although there was still a lot to learn their manager was helpful and available for advice when required.

### Areas for improvement

The manager should ensure that references are always provided by the applicant's employer rather than coming directly from a line manager or colleague. This will help ensure that the service has a more complete picture, including accurate and up-to-date information about issues such as absences from work and disciplinary action.

### 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

We graded this Quality Statement very good. This grade applies to performance characterised by major strengths. Identified areas for improvement represent improvements to be made on already very good performance and not on weak performance.

Service users spoke very highly about the staff who supported them. Key Project staff demonstrated a strong positive regard for the service users they supported. They understood that supporting service users to recognise their strengths and to build on their skills and confidence was an essential part of their role. All of the sheltered housing staff we spoke to were knowledgeable, caring and hard-working. They were familiar with the service users' housing support needs and they helped to organise social activities which enriched service users' lives.

Staff told us that they felt well supported by their managers. Key Project staff took part in regular in-depth one-to-one supervision meetings which supported and challenged them to provide person-centred support. We were pleased to

hear that staff recognised one another's strengths and that they could rely on each another for support and advice.

Scheme managers in sheltered housing met with their manager three times a year for a detailed discussion about the housing support service they deliver. Staff told us that they could easily access advice at other times.

Staff told us that they received the right training which led them to feel confident to provide housing support in a safe and person-centred manner. We found that:

- 63% of staff had a relevant Scottish Vocational Qualification at level 2 or 3.
- The training programme included people handling, food hygiene, first aid, challenging behaviour, personal safety, mental health and dementia.
- A staff conference with an interesting and relevant programme was due to take place.

### Areas for improvement

Some staff were due to attend refresher training or it was already overdue, however, service demands and large geographical spread meant that some staff found it difficult to attend training at the right time. The manager told us about the service's plans for improved online learning which will make it easier for the dispersed workforce to access training and other learning resources.

Scheme managers in sheltered housing would benefit from updated guidance on what to do when a service user falls and requires assistance to get up.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 4 - Good

### Statement 3

“To encourage good quality care, we promote leadership values throughout the workforce.”

#### Service Strengths

We graded this Quality Statement good. This grade applies to performance characterised by important strengths which have a significant positive impact. Identified areas for improvement will not call into question this positive impact. This grade implies that the service should try to improve further the areas of important strength and take action to address the areas for improvement.

Staff often worked independently. They coped well with being in the front-line and used their knowledge, skills and experience to make decisions in service users' best interests.

The staff we spoke to were motivated and had a strong sense of purpose. We were impressed that Key Project staff were able to constructively challenge and advocate on behalf of the service users' they supported: when they saw an opportunity to make life better for a service user they felt confident to share their ideas so that they could work with the service user and other professionals to make improvements.

The managers valued the varied knowledge, skills and experience of the staff. We were pleased to see that the managers were supportive of staff who had good ideas about how to improve the service.

#### Areas for improvement

We found that the unique character of each sheltered housing complex had prompted scheme managers to develop a variety of good ideas. The provider

should consider how the organisation can get better at recognising and sharing good ideas that develop from front-line practice.

During our discussions with staff it was evident that their everyday work involved leadership behaviours: including developing constructive relationships, and using their initiative to make small but important improvements to service users' quality of life. The provider and service manager should use the SSSC Step Into Leadership resources to support staff to recognise and further develop their leadership capabilities.

### Grade

4 - 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 graded this Quality Statement good. This grade applies to performance characterised by important strengths which have a significant positive impact. Identified areas for improvement will not call into question this positive impact. This grade implies that the service should try to improve further the areas of important strength and take action to address the areas for improvement.

The management team spoke knowledgeably about the services they led and had a good understanding of the service's strengths and areas for improvement. We were confident that managers and staff were good at sharing information with one another. As a result they were well placed to respond positively and promptly when concerns were raised.

In the Key Project one-to-one supervision was a valuable form of quality assurance. It provided the line manager and member of staff with an

opportunity to reflect on the quality of support and the outcomes for service users.

The Key Project and Sheltered Housing service produced an annual report which prompted the managers to review the service's impact and outcomes for service users over the previous year, as well as identifying gaps and potential future developments.

As a member of the Grampian Sheltered Housing Forum the service had an opportunity to benchmark their work against other providers and to share good practice.

The manager informed us about notifiable events such as accidents and incidents. This helped us to plan our inspection.

### Areas for improvement

The training matrix was up-to-date and easy to understand, however, it did not include training dates so it did not help the service manager monitor when training was due or overdue. If this information was included it could be a more effective quality assurance tool.

There was a housing support plan matrix which enabled the housing support manager and the service manager to quickly and easily check when reviews were due. When we checked, approximately 20% of reviews were overdue. We recommended that the managers make better use of the matrix so that they can intervene in a timely manner to make sure support plan reviews are carried out at the right time **(see Recommendation 1)**.

We agreed with a member of staff who suggested that it would be a good idea for the sheltered housing manager to carry out onsite checks of written records such as, contact records and health and safety checks during the three visits which are made to sheltered housing complexes each year. Cross-referencing with contact records will enable the sheltered housing manager to check that there is sufficient detail in housing support plans and that they accurately reflect service users' needs and wishes. Staff will also benefit from having feedback on this important aspect of their work **(see Recommendation 1)**.



The service should also consider carrying out a quality assurance exercise to review and where possible improve the induction of new sheltered housing staff.

**Grade**

4 - Good

**Number of requirements - 0**

**Recommendations**

**Number of recommendations - 1**

1. The sheltered housing service should develop a more robust approach to quality assurance.

This should include:

- Making better use of the housing support plan matrix, including during visits to sheltered housing schemes, to ensure that reviews are carried out at the right time.
- Sampling contact records and health and safety checks during site visits to assess their quality and to provide staff with feedback.

**National Care Standards Housing Support Services: Standard 3 - Management and Staffing Arrangements.**

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

### Previous requirements

1. Appropriate support planning and monitoring arrangements must be available at all branches of the service.

This is in order to comply with: Scottish Statutory Instrument 2011 No.210 Regulation 5(1)&(2).

**Timescale: Within 3 months of receipt of this report.**

**This requirement was made on 28 August 2013**

People who lived in the Chinese Amenity housing and received a housing support service could now access a copy of their support plan in Cantonese and English.

The sheltered housing manager now reviewed a copy of all the sheltered housing support plans.

**Met - Outwith Timescales**

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

### Previous recommendations

1. Housing support planning and reviewing in the sheltered housing complexes should be reviewed to ensure that the level of detail in housing support plans and reviews reflects the support needs and wishes of individual tenants. If tenants do not wish to engage sufficiently in support planning, any

risks should be discussed with tenants and these should be clearly noted and countersigned where possible.

**National Care Standards Housing Support - Standard 4. National Care Standards Care at Home - Standard 3.**

**This recommendation was made on 28 August 2013**

This recommendation had been met. The sheltered housing manager read each housing support plan and followed up with staff when there was missing information or service users required a more intense level of support. We have asked the provider to make a further improvement in this area by developing a more robust approach to quality assurance. The sheltered housing manager should check a sample of contact records when he visits sheltered housing schemes to ensure that housing support plans accurately reflect service users' day-to-day support needs. See Recommendation 1 in Quality Theme 4 - Statement 4.

**2. The company should develop appropriate systems for including tenants in the recruitment of staff at all levels.**

**National Care Standards Housing Support Services: Standard 3 - Management and Staffing Arrangements**

**This recommendation was made on 28 August 2013**

This recommendation had been met. Service users now had the opportunity to meet applicants and give their views on suitability. The recruitment and selection procedure should be updated to reflect this development and any future steps which are taken to increase service users' opportunities to get more involved in recruitment.

## 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

There is no additional information.

## 9 Inspection and grading history

Date	Type	Gradings	
28 Aug 2013	Announced (Short Notice)	Care and support Environment Staffing Management and Leadership	4 - Good Not Assessed 4 - Good 4 - Good
21 Sep 2011	Announced (Short Notice)	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 4 - Good Not Assessed
8 Mar 2010	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 4 - Good Not Assessed

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