



A quality framework for justice accommodation (offender accommodation) services

For use in self-evaluation, scrutiny, and improvement support

March 2024





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**Keeping The Promise at
the heart of what we do**

Our approach to inspections

Since 1 April 2018, the Health and Social Care Standards have been used across Scotland. They were developed by Scottish Government to describe what people should experience from a wide range of care and support services. They are relevant not just for individual care services, but across local partnerships. The Care Inspectorate's expectation is that they will be used in planning, commissioning, assessment and in delivering care and support.

We use these standards to inform the decisions we make about quality of care and support, and since their introduction we have been developing new approaches to scrutiny. This has been to ensure our inspections and other scrutiny work are strongly focused on assessing the extent to which people experience wellbeing, and on understanding the difference care and support makes to their lives.

Our approaches to scrutiny ensure there is an emphasis on experiences and outcomes; proportionate approaches in services that perform well; shorter inspection reports; and a focus on supporting improvement in quality. The core of this approach is a quality framework that sets out the elements that will help us answer key questions about the difference care is making to people and the quality and effectiveness of the things that contribute to those differences.

The primary purpose of a quality framework is to support services to evaluate their own performance. The same framework is then used by inspectors to provide independent assurance about the quality of care and support. By setting out what we expect to see in a high-quality service, we can also help support improvement. Using a framework in this way develops a shared understanding of what constitutes good care and support.

The quality framework also supports openness and transparency in the inspection process. In developing it, we have involved both people who experience or have experienced care and those who provide care and support. It is based on the approach used by the European Foundation for Quality Management (EFQM), specifically the EFQM Excellence Model, which is a quality tool widely used across sectors and countries. We have adapted the model for use in care settings and have used the Health and Social Care Standards to illustrate the quality we expect to see. Our frameworks are tested and evaluated to hear the views of people experiencing care, their carers and care providers. They are also kept under review to ensure they reflect any changes in the wider social care landscape. All of this helps us refine our frameworks and the way we use them.

How is the framework structured?

The quality framework is framed around six key questions. The first of these is:

- How well do we support people's wellbeing?

To try and understand what contributes to that, there are four further key questions:

- How good is our leadership?
- How good is our staff team?
- How well is risk managed and support planned?

Under each key question, there are up to five **quality indicators**. These have been developed to help answer the key questions. Each quality indicator has **key areas**, short bullet points which make clear the areas of practice covered by it.

Under each quality indicator, we have provided **quality illustrations** of these key areas at two levels on the six point scale that we use in inspections. The illustrations are the link to the Health and Social Care Standards and are drawn from the expectations set out in these. They are also aligned to the appropriate legislation and relevant national good practice. They describe what we may expect to see in a care service that is operating at a 'very good' level of quality, and what we might see in a service that is operating at a 'weak' level of quality. These illustrations are not a definitive description of care and support provision but are designed to help care and support services and inspectors evaluate the quality indicators using the framework.

The final key question is:

- What is our overall capacity for improvement?

This requires a global judgement based on evidence and evaluations from all other key areas. The judgement is a forward-looking assessment, but also takes account of contextual factors which might influence the capacity of an organisation to improve the quality of services in the future. Such factors might include changes of senior staff, plans to restructure, or significant changes in funding. We think this an important question to ask as part of a self-evaluation of care.

You should carefully consider the aims and objectives of your service when looking at the quality illustrations and evaluating it using the quality indicators and key questions.

In each quality indicator, we have included a scrutiny and improvement toolbox. This includes examples of the scrutiny actions that the Care Inspectorate may use in evidencing the quality of provision. It also contains links to key practice documents that we think will help care services in their own improvement journey.

Some helpful resources and key practice documents that are aligned to this quality framework are available on [The Hub](#).

How will this quality framework be used on inspections?

Our inspectors will look at a selection of the quality indicators. Which, and how many quality indicators, will depend on the type of inspection, the quality of the service, the intelligence we hold about the service, and risk factors that we may identify. We will use the quality illustrations, which are based on the Health and Social Care Standards, in our professional evaluations about the care and support we see.

We will provide an overall evaluation for each of the key questions we inspect, using the six-point scale from unsatisfactory (1) to excellent (6). This will be derived from the specific quality indicators that we inspect. Where we inspect one quality indicator per key question, the evaluation for that quality indicator will be the evaluation for the key question. Where we inspect more than one quality indicator per key question, the overall evaluation for the key question will be the lower of the quality indicators for that specific key question.

In addition to the evaluating key questions, there are some things we will always look at on our inspections. This is because we know that these key areas are essential to a service being safe. We call these 'core assurances' and further information about these are set out on **page 9**.

How will we use the six-point scale?

The six-point scale is used when evaluating the quality of performance across quality indicators.

6	Excellent	Outstanding or sector leading
5	Very Good	Major strengths
4	Good	Important strengths, with some areas for improvement
3	Adequate	Strengths just outweigh weaknesses
2	Weak	Important weaknesses – priority action required
1	Unsatisfactory	Major weaknesses – urgent remedial action required

An evaluation of **excellent** describes performance which is sector leading and supports experiences and outcomes for people which are of outstandingly high quality. There is a demonstrable track record of innovative, effective practice and/or very high quality performance across a wide range of its activities and from which others could learn. We can be confident that excellent performance is sustainable and that it will be maintained.

An evaluation of **very good** will apply to performance that demonstrates major strengths in supporting positive outcomes for people. There are very few areas for improvement. Those that do exist will have minimal adverse impact on people's experiences and outcomes. While opportunities are taken to strive for excellence within a culture of continuous improvement, performance evaluated as very good does not require significant adjustment.

An evaluation of **good** applies to performance where there is a number of important strengths which, taken together, clearly outweigh areas for improvement. The strengths will have a significant positive impact on people's experiences and outcomes. However improvements are required to maximise wellbeing and ensure that people consistently have experiences and outcomes which are as positive as possible.

An evaluation of **adequate** applies where there are some strengths, but these just outweigh weaknesses. Strengths may still have a positive impact but the likelihood of achieving positive experiences and outcomes for people is reduced significantly because key areas of performance need to improve. Performance which is evaluated as adequate may be tolerable in particular circumstances, such as where a service or partnership is not yet fully established, or in the midst of major transition. However, continued performance at adequate level is not acceptable. Improvements must be made by building on strengths while addressing those elements that are not contributing to positive experiences and outcomes for people.

An evaluation of **weak** will apply to performance in which strengths can be identified but these are outweighed or compromised by significant weaknesses. The weaknesses, either individually or when added together, substantially affect people's experiences or outcomes. Without improvement as a matter of priority, the welfare or safety of people may be compromised, or their critical needs not met. Weak performance requires action in the form of structured and planned improvement by the provider or partnership with a mechanism to demonstrate clearly that sustainable improvements have been made.

An evaluation of **unsatisfactory** will apply when there are major weaknesses in critical aspects of performance which require immediate remedial action to improve experiences and outcomes for people. It is likely that people's welfare or safety will be compromised by risks which cannot be tolerated. Those accountable for carrying out the necessary actions for improvement must do so as a matter of urgency, to ensure that people are protected, and their wellbeing improves without delay

The framework is primarily designed to support care services in self-evaluation

Self-evaluation is a core part of assuring quality and supporting improvement. The process of self-evaluation, as part of a wider quality assurance approach, requires a cycle of activity based round answering three questions:

- **How are we doing?**

This is the key to knowing whether you are doing the right things and that, as result, people are experiencing high quality, safe and compassionate care and support that meets their needs, rights and choices.

- **How do we know?**

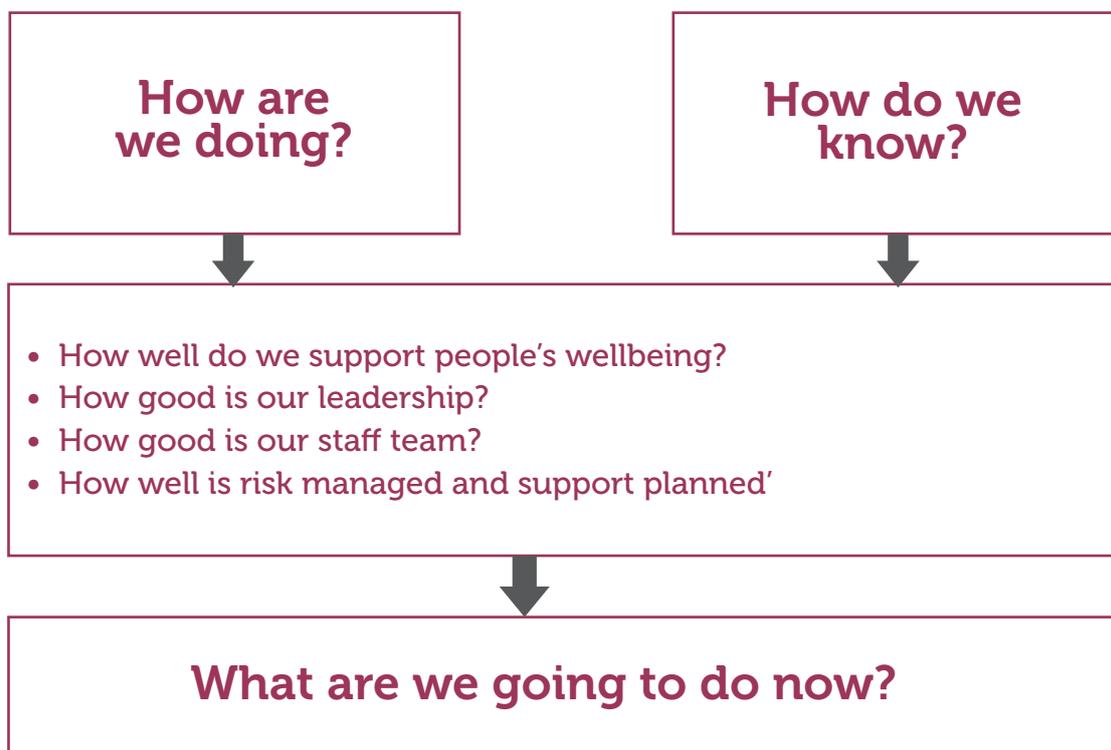
Answering the question 'how we are doing?' must be done based on robust evidence. The quality indicators in this document, along with the views of people experiencing care and support, and their carers, can help you to evaluate how you are doing. You should also take into account performance data collected nationally or by your service.

- **What are we going to do now?**

Understanding how well your service is performing should help you see what is working well and what needs to be improved. From that, you should be able to develop plans for improvement based on effective practice, guidance, research, testing, and available improvement support.

Using this quality framework can help provide an effective structure around self-evaluation. To help you with this, we have also developed a self-evaluation tool with guidance that you can use alongside this framework to support improvement. You will find the tool and guidance on [our website](#).

The diagram below summarises the approach:



Irrespective of our role as the national scrutiny and improvement body, care providers will want to satisfy themselves, their stakeholders, funders, boards and committees that they are providing high quality services. We believe this quality framework is a helpful way of supporting care and support services to assess their performance and make improvements as part their own quality assurance. We are promoting this approach as we believe it adds value, and we consider it important that care and support providers do not take actions merely to satisfy the inspection process.

The quality indicator framework

Key question 1: How well do we support people's wellbeing?	Key question 2: How good is our leadership?	Key question 3: How good is our staff team?	Key question 4: How good is our setting?	Key question 5: How well is risk managed and support planned?
1.1. People experience compassion, dignity and respect	2.1. Vision and values positively inform practice	3.1. Staff have been recruited well	Not currently assessed for this service type	5.1. Assessment, risk management and personal planning reflects people's needs and outcomes
1.2. People get the most out of their support	2.2. Quality assurance and improvement is led well	3.2. Staff have the right knowledge, competence and development to care for and support people		
1.3. People's health and wellbeing benefits from their care and support	2.3. Leaders collaborate to support people	3.3. Staffing arrangements are right and staff work well together		
1.4. People are getting the right service for them	2.4. Staff are led well			
1.5. People's health and wellbeing benefits from safe infection prevention and control practice and procedures				

Core assurances checklist

Experience has taught us that when things go wrong in care services, they often relate to key areas. Theory and inquiries into when care goes wrong has highlighted the areas that are important to monitor because these can be identified as early indicators of concern to people using services (Scottish Government 2014, Hull University 2012, Francis Report 2013, Wardhaugh and Wilding 1993). These are the key areas considered during the registration process, and policies and procedures relating to them must be in place before a service is registered. Because we know, and research tells us, that these key areas are essential to a service being safe, we have called them "core assurances."

This checklist of core assurances highlights what inspectors must look at on inspection. They help guide providers on the areas that are important to people's safety and wellbeing. The core assurances span the entire framework, covering elements of several different quality indicators. If we have any concerns arising from our assessment of a particular core assurance, we may decide to focus in on a specific quality indicator. For example, the core assurance about infection prevention and control does not necessarily mean that we are evaluating all of quality indicator 1.5, but if we identify concerns, we will look at this quality indicator in more detail.

In making our evaluations of the core assurances and across the quality framework we will always speak to people who use the service, families, staff, visiting professionals and relevant stakeholders.

General

- A registration certificate is on display and contains accurate information that reflects the service currently being delivered.
- A valid insurance certificate is on display (except local authority services).

Protection

- There is an adult and child protection policy and procedure that evidences how people are kept safe.
- Staff are trained in adult protection and are confident in knowing when and how to make referrals, including notifying the Care Inspectorate.
- Where required, there is evidence that appropriate protection referrals have been made and followed up.

Infection prevention and control

- All staff are trained in and can demonstrate they understand and apply the principles of infection prevention and control in line with their role. .
- There is a nominated lead person who has responsibility for infection prevention and control.
- The service has governance and quality assurance processes in place for infection prevention and control.
- Leaders ensure that staff have access to suitable equipment and appropriate cleaning products. A robust risk assessment is undertaken and approved through local governance when this cannot be implemented.

Medication system and records

- People are protected by safe medication management policies and practices.
- Legislation and good practice guidance are followed when supporting people to take medication who do not have capacity, where medication is given covertly and when 'as required' medication is prescribed.
- Where there are medication errors, the services makes appropriate notifications and learn from these to improve medication practice.

Management of people's finances

- People's personal property and finances are managed and protected in line with legislation.
- Clear financial policies and procedures for the management of people's money and possessions are documented and evidenced in practice.

Accident/incident records

- A record of all accidents and incidents occurring in the service is maintained and, where required, notified to the Care Inspectorate and/or the appropriate agency/ authority. There are quality assurance processes around accident and incidents and evidence of learning from these.

Development/Improvement plan

- There is an up-to-date development/improvement plan in place that is informed by feedback from staff and people who use the service, and/or their relatives. This plan is actively used to drive improvement in the service.

Complaints

The complaints and concerns of each person, their family, advocate or representative, and visitors are listened to and acted upon and there is an effective appeals procedure.

People are made aware promptly of the outcome of any complaints and there are processes in place to implement learning from complaints. A record is made of all complaints, responses and outcomes and details of any formal investigations undertaken.

The complaints process is user-friendly and accessible.

Staff recruitment procedures

Safe and effective recruitment practices are in place to recruit staff in accordance with good practice and national safer recruitment guidance.

Planned care and support

The personal plan is based on an ongoing comprehensive assessment of individual's needs, strengths and is outcomes-focussed. It is implemented, evaluated and reviewed, reflects the person's changing needs and outlines the support required to maximise their quality of life in accordance with their wishes.

People are actively involved in their personal planning process and care is observed to be person centred and delivered in accordance with each person's individual plan.

Personal plans are accessible to people and the staff providing their care and support, ensuring their needs and wishes are met.

Management oversight and governance

There are governance and oversight systems in place to identify risks and ensure appropriate action is taken to improve outcomes for people. These include leaders' behaviours which create the right environment for safe quality care.

Justice accommodation services

This framework covers outcomes for people across the whole range of registered offender accommodation services. Whilst the registration category refers to offender accommodation services, we have taken the decision to refer to these services as 'Justice services' to reflect the changing terminology used in the sector.

In order to identify outcomes that are relevant to the service, you should consider the aims and objectives of the service when looking at the quality illustrations and evaluating it using the quality indicators and key questions.

Key question 1: How well do we support people's wellbeing?

This key question has five quality indicators associated with it.

They are:

- 1.1 People experience compassion, dignity and respect
- 1.2 People get the most out of their support
- 1.3 People's health and wellbeing benefits from their care and support
- 1.4 People are getting the right service for them
- 1.5 People's health and wellbeing benefits from safe infection prevention and control practice and procedures

Quality indicator 1.1: People experience compassion, dignity and respect

Key areas include the extent to which people experience:

- treated with dignity and respect for their rights as an individual
- empowered to be active in their support
- supported to uphold their rights as a citizen free from discrimination.

Quality illustrations	
Very good	Weak
<p>People experience support with dignity and respect because there are supportive, encouraging, positive relationships between staff and those using the service, which helps people achieve their individual outcomes.</p> <p>People feel respected and listened to because their wishes and preferences are used to shape how they are supported.</p> <p>Staff use a human-rights based and transparent approach to defining and upholding the boundaries and expectations whilst using the service. This includes any 'house rules' as well as restrictions linked to any conditions or license that may be in place for an individual.</p> <p>People experience support that promotes their identity, independence, dignity, privacy and choice. They feel connected by engaging in local community activities or events that give a real sense of purpose, pride and achievement.</p>	<p>People's views and preferences are not actively sought when planning and delivering support. Their views and preferences are not reflected in daily practice. Support is delivered around routines and tasks with little regard for individual needs and wishes.</p> <p>Staff interact with people in ways that are impersonal or abrupt. People feel overly isolated or excluded from others and communities.</p> <p>The service does not have systems and guidance in place to ensure any incidents, recall or detention situations are managed with dignity and respect.</p>

People’s human and civil rights are respected. They are treated fairly, and staff actively challenge any form of discrimination.

Effective measures are in place to manage local community relations and tensions. People will have confidence that they are protected and should feel safe.

Where people’s independence, choice and control are restricted, they are well informed about the reasons. Legal arrangements and appropriate supports are in place. Restrictions are proportionate, justified and carried out sensitively.

Where some people’s behavior is seen as harmful or disruptive, staff provide sensitive and proportionate management of this to reduce the impact on others.

People’s wellbeing and sense of worth are enhanced by staff who are knowledgeable about and value diversity.

People are well informed about their human, civil and citizenship rights. They are actively supported to exercise these rights and understand any restrictions to these rights.

Staff demonstrate the principles of the Health and Social Care Standards in their day-to-day practice.

People are involved in decisions about their support and the service in ways that are meaningful to them.

People feel empowered because their voice is heard and action taken, including opportunities to use independent advocacy.

There is a limited range of opportunities for people to be involved in decisions about the service. Where views are gathered, people still feel they are not listened to and there is little evidence to show how their views have been taken into account.

Restrictions placed on people’s choice, freedom of movement or independence are not proportionate or linked to risk. This includes blanket restrictions such as on visitors and curfews.

A risk averse approach is prevalent as people’s right to make choices and maintain their independence is excessively restricted without consultation or agreement from justice services.

People’s rights are not protected as the services approach to the use of surveillance and monitoring devices is not transparent, linked to risk, or proportionate.

Staff are unclear about the purpose of obtaining consent, or do not actively seek consent from people or their legal representatives.

Staff do not know about the Health and Social Care Standards, or they are not clear about how the principles should inform their practice.

People may experience stigma or feel as though they are judged or not valued because of their circumstances.

Where there are restrictions to people’s freedom and rights for example, specific conditions of an order or licence, these are not clearly communicated or in line with legislation and good practice.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices

- communication and interactions

Discussions with:

- people using the service
- relatives, advocates, friends and carers of people using the service
- justice Agencies
- other professionals who provide support to the service or individuals
- staff.

Sampling of:

- policies/procedures and practice for restriction of freedom
- review/meeting minutes, action plans and evidence change in practice
- Duty of Candour records
- confidentiality policy, procedure and practice
- service agreements/welcome information.

Consideration of:

- the information the service provides about any limitations or restrictions on choice as a result of using the service – in admission or welcome documents
- how people maintain their connections with their community and their citizenship rights
- how peoples' right to confidentiality is maintained whilst ensuring they receive support that benefits them
- how communication support tools are used to gather people's views and support decision-making
- how policies, procedures and practice ensure that people are not subject to discrimination based on protected characteristics, including disability, gender, age, sexuality
- how the service promotes the use of advocacy and support people to engage with advocates.

Quality indicator 1.2: People get the most out of their support

Key areas include the extent to which people:

- make decisions and choices about their lives
- are supported to achieve their goals and aspirations
- feel safe and are protected.

Quality illustrations	
Very good	Weak
<p>People are recognised as experts on their own experiences, needs and wishes. This means they are fully involved in decisions about their support that affect them.</p> <p>Staff use their knowledge of the impact of people's current circumstances, physical and emotional health condition or diagnosis when supporting them. Harm reduction approaches are used alongside support which is based on promoting recovery in physical, mental health and wellbeing.</p> <p>In a group setting, staff are proactive and use their skills to sustain everyone's involvement, ensuring both individual and group outcomes are met.</p>	<p>People experience support that does not treat them as individuals entitled to personalised support.</p> <p>The quality of people's experience is negatively affected because staff do not know the person or use their personal plan to enhance both the support provided and their social interactions.</p> <p>There is a lack of recognition of people's interests, culture or past life, including sexuality, gender identity, spirituality or key relationships, with little acknowledgement of the importance of this for each person.</p>

Where people's needs are changing and their outcomes are no longer being met, services are proactive in communicating actual or potential adverse outcomes with justice-based services and in following up any necessary action.

People are enabled to get the most out of their support, with options to maintain, develop and explore their strengths, interests and skills, which may include support to access education and accredited learning, employment and leisure.

People are able to explore opportunities to safely, and responsibly, connect with their communities in ways that can be achieved and supported.

Social bonds are strengthened because people are supported to build and maintain meaningful relationships with others.

People are supported to build their aspirations and confidence and to have a strong sense of their own identity and wellbeing. The culture of the service promotes recognition of strengths, contributions and achievements, which has a positive impact on people's confidence and self-esteem.

People benefit from support that is flexible enough to work at different levels of intensity based on individual situations and experiences.

The service does not support people to develop appropriate structure or stimulation so that they build a sense of purpose and direction.

Where specific programmes are offered as part of people's support, sessions are regularly cancelled due to poor planning or because the necessary trained staff are not available.

People's aspirations are restricted by a risk adverse approach or assumptions about what is safe or possible.

Staff show an ambivalent attitude to supporting people to become involved in their community, increasing their isolation

Staff do not recognise or respond to the potential harms caused by the necessity to support an individual in isolation.

People who communicate in different ways are disadvantaged because staff lack the skills and/or resources to respond appropriately.

People's confidence suffers because they have low expectations for themselves and their aspirations and achievements are not encouraged.

People feel safe and staff demonstrate a clear understanding of their responsibilities to protect people from harm, abuse, bullying, discrimination and exploitation. Measures are in place to prevent this happening and people are confident that if they identify concerns, the open and supportive culture within the service ensures they are responded to appropriately.

People are supported to understand the impact offending behaviour has on others and their community. This helps individuals build resilience, take responsibility for their actions and increase capacity for change.

People are confident that assessments of community activities reflect their risk and needs and ensure that facilities are appropriate, safe and suitable for them to use.

People are supported to keep connected to their communities. Staff use their knowledge of the local community landscape to signpost and support people's involvement. People are empowered to make their communities more inclusive.

There are strong links with the local community that encourage the growth of informal support networks. People benefit from this in a variety of ways, including maintaining key relationships, links that support individual interests, and introducing different ideas and experiences.

People may not be or feel safe, and staff are unclear about their role in identifying and reporting concerns about people's safety and wellbeing.

Appropriate assessments supports and referrals may not be made. Harm may be ignored or not identified.

Staff may participate in or accept poor practice without considering the impact on people's emotional wellbeing and dignity.

The culture makes it hard to report poor practice, which may lead to people being at risk of unsafe care and support.

People do not feel safe as staff do not recognise the potential for tensions with community relations and there are no attempts to monitor or manage these.

Consideration of appropriate activities are not assessed.

People are not supported to feel contacted to the community, and there is no consideration to manage local connections.

People are not supported to understand the circumstances and behaviours that may lead them to being recalled or at risk of breaching their statutory conditions.

People benefit from approaches to support that reduce their likelihood of reoffending and effectively supports any risk management requirements.

People are enabled to develop an understanding of risk. Their right to make choices and take informed personal risk is part of the language and culture of the service.

People have confidence that staff have the skills and understanding to support them to exercise these rights where appropriate, enabling ambitious and aspirational choices.

Risk-averse practice creates an imbalance between maintaining safety and security and supporting people's freedom and independence.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions
- staff knowledge linked to harmful behaviours.

Discussions with:

- people using the service
- relatives, advocates, friends and carers of people using the service
- justice agencies
- other professionals who provide support to the service or individuals
- staff.

Sampling of:

- meeting minutes and action plans for people, relatives and staff
- activity/session planners for both individual and group/communal activities
- the adult and child protection procedure, training, knowledge and referrals made
- information sharing protocols or procedures.

Consideration of:

- how people spend their time, how this relates to their identified outcomes and any policies or records which relate to this
- how people are supported to understand and manage any restrictions
- how staff use their knowledge of peoples' current circumstances, physical and emotional health condition or diagnosis to support them
- how people are supported to be involved in the community and engage in activities/education, employment, leisure that they enjoy and that builds confidence
- how people are supported to understand the impact of risk-taking behaviour
- how personal plans inform support and evidence change
- how the service implements national guidance and best practice in child protection, including child sexual exploitation.

Quality indicator 1.3: People’s health and wellbeing benefits from their care and support

Key areas include the extent to which people experience:

- support based on relevant evidence, guidance, best practice and standards
- the right support from the right people at the right time.

Quality illustrations	
Very good	Weak
<p>Staff in the service understand their role in supporting people’s access to healthcare and addressing health inequalities, even where the role of the service in this is limited. This includes ensuring that relevant information is shared with the right people.</p> <p>People are fully involved in making decisions about their wellbeing through their personal plans. Staff employ creative approaches to promoting and supporting people’s choices.</p> <p>People are enabled to have control of their own health and wellbeing by having access to access to any necessary technology or specialist equipment.</p> <p>Where the service provides an alarm or emergency response service, people are confident and feel reassured because staff respond quickly to alerts.</p> <p>People are enabled to make appropriate and informed health and lifestyle choices that contribute to positive physical and mental health.</p>	<p>Staff working in the service lack understanding about supporting people’s physical, psychological and emotional wellbeing, so opportunities to intervene and improve people’s health are missed. People’s wellbeing may be compromised because they are not supported to obtain appropriate assessments or referrals.</p> <p>The support that people receive has limited links to health promotion, recovery and harm reduction.</p> <p>There is limited access to equipment and technology and its use is often focused on assisting staff rather than on enabling people to have more control over their life.</p> <p>Staff in the service do not fully understand their contribution to helping reduce health inequality.</p> <p>Where Naloxone is used, stored or supplied by a service, this is not done in line with good practice guidance and accurate records are not maintained.</p>

People have as much control as possible over their medication and benefit from a robust medication management system that adheres to good practice guidance. This includes the management of Naloxone.

People benefit from support to access community healthcare and treatment from competent, trained practitioners, including prevention and early detection interventions.

People are well informed about their treatment or intervention because information about treatment options, rehabilitation programmes or interventions is available in a format that is right for them. This helps to ensure that people experience treatments or interventions that are safe and effective.

People experience a range of opportunities that contribute to health education, including harm reduction, sexual wellbeing and sleep health.

People's wellbeing benefits from an approach that promotes a healthy attitude to food and drink. If meals are provided or prepared as part of the service, people enjoy meals, snacks and drinks that reflect their cultural and dietary needs and preferences.

Support to enable people to access appropriate healthcare in their community may be limited.

Staff in the service do not understand their roles and responsibilities in relation to supporting people with their medication particularly where this forms part of an individual's treatment plan.

People are not supported to be emotionally resilient, have a strong sense of their own identity and wellbeing, or address any experiences of trauma or neglect.

Staff do not understand the value of appropriate positive peer support in providing support and improving outcomes for people.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the care service
- relatives, advocates, friends and carers of people using in the service
- other professionals who provide support to the service or individuals
- staff.

Sampling of:

- assessment tools used for people to identify/monitor health needs
- personal plans and risk assessments relating to health and wellbeing
- daily recordings to see how goals are set and reviewed and progress is measured.

Consideration of:

- mental health supports – do staff know which aspects of their support is covered by compulsory measures under the Mental Health (Care and Treatment) (Scotland) Act 2003 (MHCTA) and what their responsibilities are, including under the principles of the Act?
- where people are subject to current MHCTA powers, is there a copy of the order and the Responsible Medical Officer's care plan?
- where people's capacity to make decisions is reduced, is care and support provided in line with the principles of the Adults with Incapacity (Scotland) Act 2000 to ensure that their rights are protected
- how personal plans are used to promote people's development and wellbeing, including specific plans to support people with for example, harm reduction or behaviour support plans.

Quality indicator 1.4: People are getting the right service for them

Key areas include the extent to which people:

- are fully involved in the professional assessment of their risk and needs
- experience high-quality support as a result of planning, commissioning and contracting arrangements that work well.
- experience support that is focused on preparing and planning for effective transitions and resettlement opportunities.

Quality illustrations	
Very good	Weak
<p>The support that people receive is right for them and based on comprehensive assessment of their risks, needs and reintegration plans.</p> <p>People and, where relevant, their families, receive an open and transparent service that sets clear and proportionate expectations and boundaries before the provision of support is started.</p> <p>Assessments are undertaken in partnership with statutory agencies and any restrictions are fully explained to people and if appropriate will be subject to review. People and professionals are involved in reviewing the assessment.</p> <p>Staff working in the service understand their role and contribution to ensuring the assessment is comprehensive, even where their role is minor.</p>	<p>People have limited or no involvement in their assessment and review processes.</p> <p>There may be limited involvement of other relevant people, including professionals, to help shape the decision about the suitability of the service.</p> <p>Multi-agency working with other agencies is limited and staff fail to understand both the importance and impact.</p> <p>The assessment process does not fully capture people’s resettlement needs or take account of their future goals and preferences.</p>

<p>People are involved in planned reviews of their support to determine whether it continues to meet their needs and reduce any risks. Where there are identified changes to their support needs, appropriate measures are taken to address these.</p>	<p>The commissioned service that people are experiencing does not meet their needs, rights or goals.</p> <p>Decisions about their support arrangements are made for people without taking into account the principles of relevant legislation, current restrictions or consultation with justice services.</p>
<p>People benefit from strong links between the provider and justice services to ensure that current and future support needs are met and planned for. This includes providers collaborating to ensure that their services work for people who have difficulty engaging with traditional models of delivery.</p> <p>Resettlement support tailored to the individual's need and focuses on positive and achievable transitions and opportunities. Appropriate support agencies are utilized to help people build relationships and provide opportunities.</p> <p>Staff working in the service understand the complexities of family relationships and where appropriate can provide support to people, to maintain relationships or reconnect with friends or family where these relationships have broken down. This is done in a manner that supports a person's resettlement and wellbeing needs and if required involves relevant agencies to support safe and effective connections with others.</p>	<p>Planned reviews may not involve the right individuals and as a result people's support needs are not fully met. There may be significant delays in responding to people's changing needs.</p> <p>If someone is using a service that does not fully meet their needs, there may be a lack of a coordinated and planned approach to look at the alternatives taking account of their risks, needs and goals.</p> <p>The service fails to understand the importance family and friends can provide to a person's resettlement success.</p>

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- communication and interactions.

Discussions with:

- people using the service
- relatives, advocates, friends and carers of people using in the service
- staff
- justice-based agencies
- other professionals who provide support to the service or individuals.

Sampling of:

- information in personal plans, review notes and action plans
- risk assessments and management plans
- policy and procedures for accessing other services including advocacy
- meeting minutes and action plans
- pre-assessments or integrated case management (ICM) information
- resettlement goals and plans.

Consideration of:

- the process for assessment of needs, identifying outcomes, suitability of the service and development of the personal plan?
- how transitions from previous services or for the future supported?
- what processes are in place to ensure the service continues to meet people's needs where their wishes or circumstances change?

Quality indicator 1.5: People’s health and wellbeing benefits from safe infection prevention and control practice and procedures

Key areas include the extent to which people:

- leadership and staffing arrangements ensure all necessary systems and resources are in place to prevent the spread of infection
- during outbreaks of infectious diseases, people’s health and wellbeing needs continue to be met and their rights are protected

Quality illustrations	
Very good	Weak
<p>People are safe and protected because leaders are proactive in ensuring that systems and resources are in place to support infection prevention and control and are responsive to potential and actual outbreaks of infection.</p> <p>People are confident that staff have the necessary training, skills and competence to prevent the spread of infection, provide advice and support them, particularly during an outbreak of an infectious disease.</p> <p>Leaders in the service understand the potential challenges presented by outbreaks of infectious disease and plan for the likely disruption to all aspects of the service.</p>	<p>Leaders in the service do not have systems in place to coordinate and communicate a clear plan for how the service should respond to an outbreak of infectious disease for staff, people using the service, their families and carers.</p> <p>There are no protocols in place about the use of agency, sessional or bank staff, which are designed to help minimise transmission of infectious diseases.</p> <p>The service does not have a staffing contingency plan in the event that staff are absent as a result of widespread illness, self-isolation or exclusion, for example following a positive Covid-19 test.</p>

Leaders are proactive in developing contingency plans to ensure the continuation of essential support in the event of an outbreak. Where this may require significant changes to the level of support provided, this is discussed and planned for in partnership with those who use the service, and relevant agencies within justice services.

Staff reliably and consistently implement standard infection control precautions (SICPs) to reduce the risk of spread of infection between different areas within and between people's homes, including where people share accommodation.

To ensure good governance and robust monitoring, leaders carry out regular observations and audits as part of their overall infection prevention and control (IPC) governance arrangements. This includes regular observations and audits of staff practice, environmental hygiene, the safe management of uniforms and care waste.

When working together, staff support each other to ensure that everyone reliably and consistently implements good IPC and PPE practice.

Staff carrying out cleaning, or supporting people to do their own, understand and implement good practice guidance in relation to maintaining a safe environment.

Staff working in the service are not familiar with, or do not follow, the principles of infection prevention and control including standard infection control precautions (SICPs) and other up to date guidance about infection prevention and control published by Antimicrobial Resistance and Healthcare Associated Infections (ARHAI) Public Health Scotland and the Scottish Government. There is limited access to good practice guidance or opportunity for further discussions to ensure that knowledge is consolidated and embedded into practice.

Staff show limited understanding of when and how they should use personal protective equipment (PPE) and do not recognise other infection prevention and control precautions, including handwashing, the use of alcohol-based hand rub (ABHR) and physical distancing. This is because training has been insufficient to enable staff to feel confident about the correct infection prevention and control measures.

Leaders do not ensure there is a nominated lead with responsibility for infection prevention and control practice. Appropriate actions are not taken in response to an incident or outbreak or follow up on actions identified.

Staff do not have ready access to the appropriate equipment and resources including PPE, due to poor planning or storage of supplies.

	<p>Staff are not able to recognise or respond to suspected or confirmed cases of infectious diseases. They are not aware of or do not follow local reporting procedures including c</p>
<p>Staff are proactive in recognising and responding to challenges people may have in adhering to transmission-based precautions (TBPs). For example, wearing a face covering, the need for enhanced cleaning or compliance with hand and respiratory hygiene. This includes individual approaches to support those with reduced capacity, sensory loss and physical and learning disabilities.</p> <p>Leaders are proactive in undertaking risk assessments that balance risk with individual choice and what matters to the person being supported. This ensures that where the setting may present hazards to staff or those using the service, they are kept as safe as possible whilst allowing their wellbeing to be enhanced by their ongoing support.</p> <p>Staff recognise the potential impact transmission-based precautions may have on communication and relationships. For example, when face masks or visors are used. They adjust how they communicate and take sensitive steps to minimise any negative impact.</p>	<p>People’s human rights are compromised because there is a risk-averse approach to restrictions in place to prevent the spread of infection. The restrictions are not reasonable, justifiable, or in line with current good practice.</p> <p>People’s psychological needs are not being met as they lack a sense of purpose or direction. This is because there is not enough additional structure or stimulation when they cannot pursue their normal routines and daily activities due to an outbreak.</p> <p>Staff lack understanding about the potential for atypical presentation of common transmissible infections, for example Covid-19, particularly in people who have complex health needs, are older or frail, and they do not escalate concerns, seeking clinical advice as necessary.</p> <p>Sufficient attention is not paid to the difficulties people may have in recognising when and how they should follow infection prevention and control guidance. This may lead to people not receiving the support they require and putting themselves and others at risk</p>

Staff understand the importance of social connectedness and where possible they actively support people to maintain relationships with those important to them, helping to reduce the impact of social isolation.

People are supported to be emotionally resilient because staff acknowledge the potential impact of changes in people's environment, routines, and changes to or closure of other supports and services. They use imaginative and innovative methods to minimise this and ensure people remain active and engaged promoting their wellbeing.

Any protective measures which the service may introduce as part of its response to an outbreak of an infectious disease are not documented, linked to risk or implemented without any involvement or consent of relevant individuals. Any protective measures are not regularly reviewed or in place for longer than necessary.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

* Indicates actions more relevant to shared living situations where there are communal areas and equipment

Scrutiny and improvement support actions

Observation of:

- experiences of people in the service
- staff consistently implement SICPs
- staff practices
- communication and interactions
- the environment, single-use and shared equipment
- availability of PPE at key points, including alcohol-based hand rub
- availability of appropriate cleaning materials.

Discussions with:

- people using the care service
- staff
- relatives, friends and carers of people using the service
- visiting professionals/stakeholders.

Sampling of:

- *cleaning schedules vs outcomes. For example, is the environment clean but not clinical?
- policies and procedures reflect good practice and the National Infection Prevention and Control manual
- risk assessments if transmission- based precautions (TBPs) are not adopted for any reason
- training records
- audit information

Consideration of:

- where it is a setting with shared living, how the spread of infection minimised
- balancing IPC/PPE measures with what matters to people and their personal choice in their own spaces
- availability of IPC guidance and good practice documents. How staff get updated on changes to practice. How staffs understanding of guidance supported
- how leaders ensure staff practice is in line with IPC guidance
- are the audits and monitoring information used to improve support?

Key question 2: How good is our leadership?

This key question has four quality indicators associated with it.

They are:

- 2.1. Vision and values positively inform practice
- 2.2 Quality assurance and improvement is led well
- 2.3 Leaders collaborate to support people
- 2.4 Staff are led well

Quality indicator 2.1: Vision and values positively inform practice

Key areas include the extent to which:

- vision, values, aims and objectives are clear and inform practice
- innovation is supported
- leaders lead by example and role model positive behaviour.

Quality illustrations	
Very good	Weak
<p>There is a clear vision that is inspiring and promotes equality and inclusion for all.</p> <p>Leaders are aspirational, actively seeking to achieve the best possible outcome for people and this is shaped by people’s views and needs. The aims and objectives of the service inform the support and how people experience this.</p>	<p>The vision for the service lacks clarity and collective ownership and does not focus sufficiently on improving outcomes.</p> <p>There is no, or limited, evidence that equality and inclusion are embedded either within policies, procedures and plans or from observing staff practice.</p> <p>Staff’s awareness or knowledge of the vision, values and aims are minimal and do not inform practice.</p>
<p>The culture encourages creative contributions from staff and people using the service.</p> <p>Staff are empowered to innovate and provide person-led support, fostering a culture of positive risk-taking. Learning from this is shared, including when things go wrong.</p> <p>In the spirit of genuine partnership, all relevant plans, policies and procedures reflect a supportive and inclusive approach.</p> <p>Leaders and staff recognise the importance of an individual’s human rights and choices, and embrace the vision, values and aims to support these being met.</p>	<p>Where improvements are needed, there is limited innovative thinking and staff do not feel confident in contributing to or implementing improvement.</p> <p>Staff may not think creatively about how to change practice in order to support people to meet their outcomes and they may be unable or unwilling to tailor support for individuals.</p>

Collective leadership is evident, with capacity for leadership being built at all levels. Leaders ensure that the culture is supportive, inclusive and respectful and they confidently steer the service through challenges where necessary.

Leaders are visible role models as they guide the strategic direction and the pace of change.

People using the service, their relatives and staff do not have confidence in leaders.

Leaders are not visible role models, and not well known to staff or people who use the service and their relatives. Their leadership may lack energy, visibility and effectiveness.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the service
- staff
- relatives, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals.

Sampling of:

- policies and procedures
- meeting minutes and action plans
- aims and objectives.

Consideration of:

- how the service ensure that leaders are known, visible and role models to staff
- How staff and people using the service are involved in decision making around positive risk taking and person-led support
- how the improvement plans are developed, updated and shared
- the services aims and objectives and how these inform practice
- how the service ensures that staff practice is informed by a shared awareness and understanding of the vision, values and aims of the service.

Quality indicator 2.2: Quality assurance and improvement is led well

Key areas include the extent to which:

- quality assurance, including self-evaluation and improvement plans, drive change and improvement where necessary
- leaders are responsive to feedback and use learning to improve
- leaders have the skills and capacity to oversee improvement.

Quality illustrations	
Very good	Weak
<p>Staff continually evaluate people’s experiences to ensure that, as far as possible, people who are using the service are provided with the right support in the right place to meet their outcomes. People are well informed about any changes implemented, and their views have been heard and taken into account.</p> <p>Leaders empower others to become involved in comprehensive quality assurance systems and activities, including self-evaluation, promoting responsibility and accountability. This leads to the development of an ongoing improvement plan that details the future direction of the service. This is well managed, with research and good practice documents being used to benchmark measurable outcomes.</p>	<p>There are some systems in place to monitor aspects of service delivery, however, there is confusion and a lack of clarity regarding roles and responsibilities.</p> <p>Quality assurance processes, including self-evaluation and improvement plans, are largely ineffective. The approaches taken are not sufficiently detailed to demonstrate the impact of any planned improvement.</p> <p>There is little effective evaluation of people’s experiences to ensure that they are supported to meet their outcomes.</p> <p>The lack of individualised support and limited aspirations to help people get the most out of life have a detrimental effect on people’s overall wellbeing.</p>

People are confident giving feedback and raising any concerns because they know leaders will act quickly and use the information to help improve the service.

Where things go wrong with a person's support or their human rights are not respected, leaders offer a meaningful apology and learn from mistakes.

Leaders use learning from complaints to improve the quality of support.

People are supported to understand the standards they should expect from their support and are encouraged to be involved in evaluating the quality of the service provided.

Leaders do not use success as a catalyst to implement further improvements. They may fail to motivate staff and others to participate in robust quality assurance processes and systems.

The lack of information regarding the rationale and need for improvement may inhibit change. Changes may happen as the result of crisis management rather than through effective quality assurance and self-evaluation.

People are unclear how to raise concerns, make a complaint, or do not feel supported to do so.

Complaints and concerns may not drive meaningful change when they could or should.

Where things do go wrong, leaders may be defensive and unwilling to learn from mistakes.

Leaders do not understand or carry out their responsibilities under Duty of Candour legislation.

Leaders demonstrate a clear understanding about what needs to improve and what should remain, and they ensure that the outcomes and needs of people who are using the service are the primary drivers for change.

Leaders at all levels have a clear understanding of their role in directing and supporting improvement activities, and where to obtain support and guidance. The pace of change reflects the improvements needed.

There is insufficient capacity and skill to support improvement activities effectively and to embed changes in practice. The pace of change may be too slow because leaders focus on responding to day-to-day issues.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the service
- staff
- visitors, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals..

Sampling of:

- policies and procedures relating to quality assurance
- minutes of meetings and action plans for people, staff and relatives
- complaint and concerns records, audits and outcomes
- accident/incident records, audits and outcomes
- manager's overview of training, supervision, SSSC registration
- improvement plan /service development plan.

Consideration of:

- quality assurance and oversight of relevant policies, procedures, records and outcomes – for example, personal plans, staff recruitment and training
- how the improvement plans are developed, updated and shared
- how the service gathers feedback from people using the service and other stakeholders and action taken, including how this is built into staff induction and supervision
- analysis/evaluations from participation methods/activities.

Quality indicator 2.3: Leaders collaborate to support people

Key areas include the extent to which:

- leaders understand the key roles of other partners and their responsibilities
- services work in partnership with others to secure the best outcomes for people
- leaders oversee effective transitions for people.

Quality illustrations	
Very good	Weak
<p>Leaders identify and overcome barriers to enable people to gain real control over their care and support. A culture of joint responsibility and decision-making helps to create a positive climate.</p> <p>Because leaders have a sound knowledge of the key roles and responsibilities of partner agencies, they quickly identify when to involve them.</p> <p>Partner or multi-agency working is supported by a clear strategy to facilitate working together so that people get the right support from the right organisation when they need it.</p> <p>Leaders are confident in working across boundaries to support people and ensure they experience high quality care and support.</p> <p>Leaders recognise the benefits of sharing ideas and practice, not just within the service, but further afield too.</p>	<p>Leaders do not ensure that support is provided in collaboration with people, partner agencies and justice services.</p> <p>There is a lack of understanding of the roles that others from external organisations have that may benefit or provide additional support for people.</p> <p>There is a lack of a clear strategy and guidance to inform a collaborative approach. Leaders are not able, knowledgeable or confident at accessing local pathways for people.</p> <p>They may not work effectively with other organisations or know how to obtain specialist support when needed.</p>

Where people are supported by more than one organisation, they benefit from these organisations working together, sharing information promptly and appropriately, and working to coordinate care and support so that people experience consistency and continuity. Where information is being shared between agencies for specific purposes, consent is sought first (except where there is a serious risk of harm).

Leaders may not be confident at learning from other organisations to improve the services they provide or be willing to work with them.

There is a lack of clarity about when to contact other organisations to help support outcomes for people.

Information about people is not shared when it is appropriate to do so and will lead to improvements in people's support. Where information is shared, appropriate consent may not have been obtained.

Leaders ensure that the processes for starting to use the service are person-centred.

Strong inter-agency partnership working ensures the timely exchange of relevant information with other agencies involved in the management of risk.

Leaders ensure that commissioned services are delivered efficiently and effectively. They will monitor the success and effectiveness of working with partner providers and other agencies.

When people are moving on from the service, leaders contribute to the clear processes that support the person with this.

Silo working may impact negatively on people's experiences of health and social care in the service.

Leaders have not put in place clear systems or processes that support people to start using the service or to move on to make use of other services.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the service
- staff
- visitors, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals..

Sampling of:

- policies and procedures
- information sharing policy and practice
- initial and ongoing assessments and experiences of people
- feedback from people who use the service and how this is used.

Consideration of:

- arrangements for multi-agency working and how these benefit people
- links the service has to local resources and how these are used and accessed
- the processes in place for people initially accessing the service and moving on from the service (transition planning).

Quality indicator 2.4: Staff are led well

Key areas include the extent to which:

- leaders at all levels make effective decisions about staff and resources
- leaders at all levels empower staff to support people
- leadership is having a positive impact on staff.

Quality illustrations	
Very good	Weak
Leaders engage meaningfully with staff, people who use the service and partner agencies, taking a collaborative approach to planning and delivering support. This means leaders are skilled at identifying and delivering the appropriate type and level of resources needed to provide high-quality support now and, in the future,. They intervene at the earliest opportunity to ensure that people experience high-quality support.	<p>Leaders lack the skills and knowledge to anticipate the type and level of resources needed for people. This has a detrimental impact and fails to prevent difficulties arising and escalating.</p> <p>Leaders do not identify potential barriers that impact on people, which may mean that people who access the service have little influence on decisions that relate to their support.</p> <p>There is a lack of vision and creativity in identifying services that may support meeting the unique outcomes for each person.</p>

Leaders model a team approach by acknowledging, encouraging and appreciating efforts, contributions and expertise, while instilling a 'safe-to-challenge' culture. They listen to others and respect different perspectives. They recognise that people are often best placed to identify their own outcomes and encourage staff to support this approach.

Leaders recognise the importance of sharing ideas in a relaxed and supportive environment and work hard to tackle inequalities, encouraging equality of opportunity both among the staff and people using the service. They use successes to act as a catalyst to implement further improvements in the quality and outcomes for individuals.

Staff are not empowered to help identify solutions for the benefit of people who are using the service.

Communication and direction are lacking and the approach to improvement is not sufficiently detailed. The rationale for change is not always clear to staff, impacting negatively on people's experiences. Leaders may fail to engage or energise staff leading to confusion and a lack of clarity of roles and responsibilities.

Equality and inclusion are not embedded within policies, procedures and plans.

There is a lack of understanding that staff at all levels have an important role to play in delivering high-quality support.

Leaders adapt their leadership style to help motivate staff to deliver high-quality support. A good work-life balance is encouraged at all times, which impacts positively on staff and people who are using the service.

Opportunities to use initiative, take responsibility and influence change are limited. Staff seldom adopt leadership roles.

There is no, or limited, evidence that professional learning is linked to organisational priorities. Silo working exists and little attempt is made to address this.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the service
- staff
- visitors, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals.

Sampling of:

- policies and procedures
- minutes of staff and team meetings
- staff training records, appraisals, supervision and deployment
- quality assurance policy, procedure, practice and outcomes.

Consideration of:

- the improvement plan, including how it is shared and reviewed
- feedback about leadership and support for staff
- how the service supports staff to use initiative, take responsibility and influence the service.

Key question 3: How good is our staff team?

This key question has three quality indicators associated with it.

They are:

3.1. Staff have been recruited well

3.2 Staff have the right knowledge, competence and development to support people

3.3 Staffing arrangements are right, and staff work well together.

Quality indicator 3.1: Staff have been recruited well

Key areas include the extent to which:

- people benefit from safer recruitment principles being used
- recruitment and induction reflects the outcomes for people experiencing care
- induction is tailored to the training needs of the individual staff.

Quality illustrations	
Very good	Weak
<p>People can be confident that staff are recruited in a way that has been informed by all aspects of safer recruitment guidance, including a strong emphasis on values-based recruitment. The process is well organised and documented so that core elements of the procedure are followed consistently.</p> <p>People are kept safe because staff do not start work until all pre-employment checks have been concluded and relevant mandatory training has been completed.</p> <p>There is a clear link between the complex needs of people using the service and the skills and experience of the staff being recruited.</p> <p>A range of supports is in place to encourage staff retention.</p>	<p>Insufficient attention is paid to understanding why safer recruitment is important, putting people at risk. Key elements of processes may be ignored, for example exploring gaps in employment records or checking that references come from a previous employer.</p> <p>Even where good recruitment policies are written, they may not be thoroughly implemented consistently, for example only one reference is obtained, and staff start to work alone before their membership of the Protection of Vulnerable Groups scheme has been confirmed.</p> <p>The service may not fully understand the skill set and experience it needs to provide high-quality care and support for the people who are using the service.</p>

The induction is thorough and has been developed to enable staff to support the outcomes of people in the particular setting. This includes an emphasis on managing risk as well as implementing the Health and Social Care Standards as underpinning values for all support. There is a clear plan as to what is included and how this will be delivered with enough time to ensure that staff can understand all the information and what is expected of them.

During the induction period, feedback is sought from people using the service to help evaluate staff members' values, communication and development needs.

Throughout the recruitment process, individual learning needs and styles are taken into account. There is likely to be a range of learning styles, for example the opportunity for face-to-face discussion and shadowing of more experienced staff.

Staff are clear about their roles and responsibilities; with written information they can refer to and a named member of staff for support.

Staff are clear about their conditions of employment and the arrangements for ongoing supervision and appraisal. There is additional supervision in the first few months to discuss any learning needs or issues.

The values and motivation of potential staff may not have been explored as part of the recruitment process and may not inform recruitment decisions.

Staff start work before they have sufficient knowledge and skills. They may have had no induction; it may be brief and patchy or too much covered too quickly for it to be effective.

New staff may only have the opportunity for a minimum period of shadowing and there is limited structure for additional discussions about their learning needs, either through supervision or a mentor.

The induction may be generic, has not been reviewed recently, or may not include effective input about risk management or the Health and Social Care Standards.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the service
- staff
- visitors, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals.

Sampling of:

- recruitment policy and procedure minutes of staff and team meetings
- staff job descriptions and roles
- quality assurance policy, procedure, practice and outcomes
- the induction policy, procedure and practice
- relevant HR or personnel files/staff recruitment and induction files
- how fitness checks are undertaken and if they are in line with best practice guidance
- interview records.

Consideration of:

- the analysis of staff skills required to meet the outcomes of those using the service
- staff recruitment is safe and in line with current best practice guidance
- how induction is tailored to individuals
- how people using the service, or where appropriate, relatives, and carers can be involved in the recruitment process.

Quality indicator 3.2: Staff have the right knowledge, competence and development to support people

Key areas include the extent to which:

- staff competence and practice support improving outcomes for people
- staff development supports improving outcomes for people
- staff practice is supported and improved through effective supervision and appraisal.

Quality illustrations	
Very good	Weak
<p>People using the service are supported by staff who understand the justice system and are sensitive to their needs and wishes because a range of learning and support measures is in place.</p> <p>There is a clear structure of learning for each role within the service. This includes risk management and the justice system, values, the Health and Social Care Standards, and any applicable codes of practice and conduct.</p> <p>Staff competence is regularly assessed to ensure that learning and development supports better outcomes for people.</p>	<p>Arrangements for assessing ongoing competence are sporadic, with little encouragement for reflection on how learning needs will be met or how this might improve practice and outcomes for people.</p> <p>Staff may be registered with relevant professional bodies but do not fully understand their responsibilities for continuous professional development or how they can fulfil these. They may lack the support or confidence in taking responsibility for their own learning and development.</p>

Learning opportunities are developed to support meeting outcomes for people who are using the service based on evidence and best practice guidance. This is regularly analysed, with new training planned as people's needs change.

People who use the service are involved in staff development and learning, if this is what they want.

There is a range of approaches to suit different learning styles and all staff have access to training and have their own learning plan that identifies development needs and how these will be met. Staff are confident about where to find best practice guidance and advice on how they can support people.

A learning culture is embedded within the service, which includes reflective practice. Staff are comfortable acknowledging their learning needs, challenging poor practice and they are confident these will be addressed.

Regular supervision and appraisals are used constructively, and staff value them. There are clear records of learning being planned and undertaken that inform what is provided for each member of staff.

Staff are aware of their responsibilities for continuous professional development to meet any registration requirements, they have support to achieve this and they keep a record.

The views of people who are supported by staff are used to give feedback about them and are included in supervision and appraisal.

Training is basic and restricted to set topics, often with little mention of values and codes and their importance to inform good care and support. The plan for training is static and may not reflect the needs of people who are using the service.

Training is regarded as an event rather than ongoing learning. There is little access to best practice guidance or opportunity for further discussions to ensure knowledge is consolidated and embedded into practice.

There is no effective training analysis for the service or individual staff. The training plan and records are incomplete or held in a format that does not allow the identification of priorities.

Supervision may not take place or is so limited that there is no opportunity to reflect on skills, knowledge and learning.

Staff may also consider that if they have completed all the training, they have no other learning needs. Where learning needs are identified, the systems for ensuring that these are met are insufficiently robust, resulting in gaps in knowledge remaining unfilled.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions.

Discussions with:

- people using the service
- staff
- visitors, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals.

Sampling of:

- mandatory training records for staff in different roles
- staff supervision and appraisal records
- staff's training and development plan and outcome, including any training needs analysis.

Consideration of:

- how on overview is maintained of staff's professional registration status and requirements
- how staff wellbeing is supported
- whether training provided reflects the needs and outcomes of people using the service
- how competency issues are managed
- how feedback from people who use the service and other stakeholders is used to support staff development.

Quality indicator 3.3: Staffing arrangements are right and staff work well together

Key areas include the extent to which:

- treated with dignity and respect for their rights as an individual
- empowered to be active in their support
- supported to uphold their rights as a citizen free from discrimination.

Quality illustrations

Very good	Weak
<p>Robust methods to assess staffing are informed by the latest guidance and research which utilise available tools, data and professional judgement. There is a culture of shared assessment which involves a range of disciplines.</p> <p>The numbers and skill mix of staff are determined by a process of continuous assessment featuring a range of measures and is linked to quality assurance. This includes taking account of the complexity of people’s support and the management of risk.</p> <p>The right number of staff with the right skills are working at all times to meet people’s needs because providers and leaders understand the complexities of providing effective and safe support. This includes staff scheduling which takes account of the importance of matching staff to people, along with considerations of compatibility and continuity.</p> <p>Feedback from all parties contributes to how scheduling arrangements are planned. This includes how best to deploy staff to support people’s risk and needs for when their support is provided.</p>	<p>The numbers of staff are minimal and sometimes insufficient to fully meet the needs of people living in the service.</p> <p>Staffing arrangements are relatively static, with infrequent reviews and not adjusted to consider risk or public protection or meet people’s changing needs. No feedback or measures are used to determine what staff numbers are required.</p> <p>Methods to assess staffing are limited and do not take a structured approach or consider the wellbeing of staff. Approaches are not informed by the latest guidance and the views of staff, people, their families and carers are not considered. Assessment of staffing arrangements are narrow in focus and do not consult relevant professionals.</p> <p>Staff work under pressure and some aspects of support may be skipped or missed, affecting the management of risk, safety and outcomes for people.</p>

	<p>There may be an over-reliance on agency or short term/temporary staff, which leads to people experiencing a lack of consistency and stability in how their support is provided and limits their ability to build a trusting relationship with staff members.</p> <p>There are no protocols in place to support the use of agency, sessional or bank staff.</p>
<p>Staffing assessments are informed by an overall evaluation of the care service, its physical environment and local context. The views and well-being of staff are key factors when assessing staffing. Relevant professionals have been consulted on staffing arrangements where appropriate.</p> <p>Staff understand their roles, are deployed effectively and respond flexibly to changing situations to ensure that support is consistent and stable.</p> <p>Staff work collaboratively with other agencies and professionals to build effective links to keep people safe.</p>	<p>The numbers of staff are minimal and sometimes insufficient to meet outcomes for people using the service. Staff work under pressure and some aspects of care and support may be skipped or missed, affecting outcomes for people. People experiencing the service, or visitors, perceive staff to be rushed, and visit times may be cut short.</p> <p>When matching staff to work with individuals using the service, limited importance is placed on staff skills, experience and personality to help people build successful relationships and work well together.</p>
<p>People using the service and staff benefit from a warm atmosphere because there are good working relationships.</p> <p>There is effective communication between staff, with opportunities for discussion about their work and how best to improve outcomes for people.</p> <p>Staff are confident in building positive interactions and relationships with people.</p>	<p>Communication and team building may suffer due to lack of time and this affects staff motivation. Important information is not shared or passed on accurately, leading to a negative impact on people.</p> <p>Poor communication in or with the office base means that information often gets lost or is not shared appropriately or at the right time.</p>

<p>People can have confidence in their support because any redeployed, temporary or new staff have ready access to the right information about the service and the individual's specific needs, risks and outcomes.</p>	
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Staff who are not involved in providing support to people understand their contribution to the overall quality of the service and know they play an important role in building a staff team.

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#) .

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions
- staff are supporting people effectively during visits.

Discussions with:

- people using the service
- staff
- visitors, advocates friends and carers of people using in the service
- other professionals who provide support to the service or individuals.

Sampling of:

- staff rota and deployment
- risk assessment/plans/policies for lone working where appropriate
- tools for assessing staffing arrangements.

Consideration of:

- staff roles and responsibilities
- how information in care and support plans informs staffing arrangements
- how the manager monitors staffing levels and skill mix, and when adjustments are made
- staff rota and deployment are meeting people's needs. How do you know?
- the use of agency or sessional staff and how this is managed.

Key question 5: How well is risk managed and support planned?

This key question has one quality indicator associated with it.

They are:

5.1. Assessment, risk management and personal planning reflects people's needs and outcomes.

Quality indicator 5.1: Assessment, risk management and personal planning reflects people's needs and outcomes

Key areas include the extent to which:

- leaders and staff use personal and risk management plans to deliver support effectively
- risk management and personal plans are reviewed and updated regularly, and as people's risks and needs change.

Quality illustrations	
Very good	Weak
<p>There is a clear understanding of risk management principles and how the justice system and risk management supports and keeps people safe.</p> <p>Staff are confident how multi-agency arrangements operate and have a comprehensive understanding of statutory risk management plans.</p> <p>Staff have a good working knowledge of people's risk factors and what situations might increase their risk and help people to actively avoid placing themselves and others at risk.</p> <p>Staff understand their responsibility in relation to the monitoring, recording and reporting of potential or actual incidents. This includes situations that evidence a change in risk or that may lead to people being recalled or in breach of their bail conditions.</p> <p>Staff fully understand people's risk factors and actively support people to avoid circumstances that may breach their conditions.</p>	<p>Personal, statutory and risk management plans are basic or static documents and are not routinely used to inform staff practice and approaches to support. They may be kept in an inaccessible place, or do not reflect the support experienced or required by people.</p> <p>People may not know whether they have a personal plan, or it may be in a format that is not meaningful to them.</p> <p>The standard of support planning is inconsistent and is not supported by strong leadership, staff competence and quality assurance processes.</p> <p>Personal plans focus entirely on people's needs, or a deficit-led approach, rather than building an enabling approach based on assets or outcomes.</p> <p>The service has a limited understanding of how the justice system manages risk.</p> <p>Observations concerning people's behaviour and compliance with treatment or restrictions are unclear, lack detail not always appropriately shared with statutory agencies when someone's risk changes.</p>

	<p>There is a poor understanding how multi-agency risk management operates and staff do not have sufficient knowledge on how multi-agency public protection arrangements (MAPPAs) as a process operates.</p> <p>Sensitive information about people is not shared safely and staff lack understanding on when information should be shared and when it should not.</p>
<p>People benefit from personal support and risk management plans that are regularly reviewed, evaluated and updated involving relevant professionals, including independent advocacy, and take account of good practice and any restrictions.</p> <p>There are a range of methods used to ensure that people are able to be actively involved in the development and review of their personal plans in a meaningful way.</p> <p>People are confident in the support provided as any changes in circumstances or levels of risk are identified, recorded and communicated effectively and quickly.</p> <p>People are fully involved in decisions about their current and future support needs.</p> <p>Their plans and wishes for their life in the future are also fully taken account of.</p>	<p>Multi-disciplinary professional involvement in the risk management, support planning and review process may be limited. People may not benefit from professional advice because this is not taken account of in the support planning and review process.</p> <p>Personal and risk management plans do not reflect up-to-date good practice guidance. Reviews may not be carried out in line with legislation.</p> <p>Decisions to restrict people are applied without consultation with statutory services and the person receiving support. If a person's risk reduces or there is a change of circumstances the service does not review any restrictions.</p>

Scrutiny improvement and support toolbox

Key improvement resources

Key improvement resources are available on [The Hub](#).

Scrutiny and improvement support actions

Observation of:

- experiences of people using the service
- staff practices
- communication and interactions
- staff demonstrating knowledge of risk management and restrictions people they support.

Discussions with:

- people using the service
- staff
- discussions with justice services
- other professionals who provide support to the service or individuals.

Sampling of:

- personal plans, including risk assessments that take account of crises and unplanned changes to peoples' support needs
- review minutes and action records
- systems for acting on feedback, including comments and complaints
- multi-agency meetings and information sharing systems with justice agencies
- observational and monitoring records.

Consideration of:

- how people and those important to them, where appropriate, are supported to be involved in the development and review of their personal plans
- whether the personal plan reflects the support being provided or required and is based on an enabling/assets-based approach
- how people are supported in times of crisis or when their support needs change at short notice
- how risk management plans monitored and managed
- how effectively is risk information communicated to justice-based agencies
- how well is sensitive information communicated and managed.

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