

The Integration Trust Limited The Integration Trust Limited

Inspection report

Brandon Community Association Hall Brandon Lane Brandon County Durham DH7 8PS Date of inspection visit: 14 June 2017 16 June 2017

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Good

Tel: 01913783976

Ratings

Overall rating for this service

Is the service safe?GoodIs the service effective?GoodIs the service caring?OutstandingIs the service responsive?GoodIs the service well-led?Good

Overall summary

The inspection took place on 14 and 16 June 2017. We gave 48 hours-notice to the provider as we needed to be sure someone would be available to facilitate our inspection. The last inspection took place on the 20 and 25 February 2015 and we rated the service as 'Good.' Every previous CQC inspection has found the service to be compliant with the regulations

The Integration Trust Limited is a domiciliary care service that supports three people living with a learning disability and physical disabilities. The three people using the service all share a house together and support is provided 24 hours a day, seven days a week. The service was set up 24 years ago with three families who wanted to ensure their relatives had a good quality of life, could lead an ordinary life and be socially included in their community forming part of the steering group that set the Trust up. It was one of the first such services, in the North East for people with a learning disability.

The service works in partnership with the local authority, NHS services and a local housing association. The Integration Trust Limited trustees worked with a social worker to identify suitable accommodation for people and found a large bungalow in the Brandon area. Over the 24 years the trustees have worked with the housing association to make sure the building was modernised and adapted so it remained suitable for the people who used the service.

There was a registered manager in post at the time of our inspection who had worked at the service since the early 1990s. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

The most striking aspect of this vibrant service was the strong sense of commitment and drive to deliver a service which improves people lives in fulfilling and creative ways. The culture embedded in the service was an absolute commitment to deliver a totally person-centred service, which relatives described as a safe haven. We found that the manager had encouraged staff to constantly think about improvements. We found that the manager had led to people who use the service and staff feeling that they were an integral and essential partner in the operation and enhancement of the service.

We found the staff worked above and beyond what would be expected of a domiciliary care agency or even supported care. We found that the staff had embraced the diversity of people's interests and views. The understated and tireless nature of the staff actions to ensure people experienced equity in access to the community had led to the people being fully integrated members of the local community.

Staff were devoted to ensuring each individual found their lives were enriched. We found staff empowered people to voice their wants and aspirations for their lives and then supported them to achieve these goals. It was evident that people's voices were heard. Following feedback from people, decisions were made about

who was employed to work with them in their home, activities, holidays and trips were scheduled, and the environment was updated.

Over time as people's needs changed The Integration Trust Limited had worked collaboratively with people to assist them to ensure their voices were heard by their housing association. This meant the housing association had listened to people and had taken action to ensure their bungalow remained suitable for their needs. Corridors in the bungalow had been widened and rooms converted to create larger usable spaces to accommodate people and their wheelchairs. Most recently, the housing association had devolved the day to day maintenance of the service to the people using it. This meant staff at The Integration Trust had been able to support people to keep the standard of décor within the home to a very high standard. When we spoke with people, they told us they greatly appreciated the support they received from staff and making sure their living environment reflected their choices.

Staff took the time to explore each person's individual interests. All achievements were celebrated and people were continually supported to achieve their ultimate goals. Even though two people had used the service for over 24 years and another person over five years, staff still identified new and interesting experiences as well as areas for growth they could pursue. People regularly went abroad for holidays, to spas, bowling and tried new experiences such as archery and horse riding. We found this drive to support people to grow and develop was exceptional. Staff took time to make sure facilities for services people planned to use were accessible to them by visiting them prior to the planned visits. Before planned visits to restaurants, staff contacted them to ensure specialised diets could be provided for people and would take a food blender to the restaurant if they needed too to make sure people were involved in all aspects of their visit. This was because the staff did not want people to have a disappointing experience and could join in all of the activity when out.

The service was making a difference to people's wellbeing by working well as a team, in harmony with one another sharing the same values and principles. The service was proactive in providing people with a range of information to assist them to make decisions about their health and wellbeing. Staff worked with health and social care professionals in ways that benefited people. They were actively contributing to supporting people to understand how to manage their well-being.

The service provided outstanding care to people. Staff were exceptionally caring and inspired people to do well in achieving their goals. People were cared for by staff who knew them well and understood how to support them and maximise their potential. The service's visions and values promoted people's rights to make choices and live a dignified and fulfilled life. This was reflected in the care and support that people received. People were listened to and their voice was heard.

Staff understood people's different ways of communicating and how to make people feel valued. They supported people to make decisions for themselves and spoke with people about their wishes and preferences. Staff were observant and reported any changes in people's needs. They promoted healthy eating and discussed all aspects of physical care with people. They were flexible in adapting the way they provided care, ensuring this was person centred.

One relative who was involved in the development of the Trust and family representatives attend The Integration Trust Limited quarterly board meetings, which trustees also attended. The board members were drawn not only from the families but people with health and social care expertise.

Staff told us they received supervision on a monthly basis and they received annual appraisals. Staff were respected within the organisation and were provided with comprehensive training including specialist

training. We found there was a culture within the organisation of striving for excellence and assisting all to reach their maximum potential. Staff were supported to achieve excellence in their roles by attending specialist training around working with people who live with a learning disability and through self-reflection. The provider also supported staff to complete external training.

We found staff had an understanding of safeguarding and how to whistle blow. The manager was aware of risks within the service and was undertaking an analysis of risks. The service had emergency plans in place and took action when they became aware someone was at risk.

Staff safely managed medications. People's care needs were risk assessed with risk management plans in place and support for staff when they needed it. Recruitment checks were carried out. All staff had worked at the service for many years, some of whom, since it opened, which provided consistency for people using the service.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?	Good ●
The service remains good.	
Is the service effective?	Good 🔵
The service remains good.	
Is the service caring?	Outstanding 🕁
This service was exceptionally caring.	
People were extremely well cared for. People were consistently complimentary of staff and the support they provided. People were treated with respect and their independence, privacy and dignity were promoted.	
Staff interacted with people in a way which was particularly knowledgeable, kind, compassionate and caring.	
Staff took time to speak with people and to engage positively with them. People were consistently involved in conversations and reviews about their own care and contributed to making decisions with the help and support of staff and other professionals.	
Is the service responsive?	Good $lacksquare$
The service remains good.	
Is the service well-led?	Good 🔵
The service remains good.	



The Integration Trust Limited

Detailed findings

Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

One adult social care inspector completed this announced inspection on 14 and 16 June 2017. The provider was given 48 hours' notice because the location provides a domiciliary care service and we needed to be sure that the manager would be available.

Before our inspection we reviewed information we held about the service, including the notifications we had received from the provider. Notifications are reports about any changes, events or incidents the provider is legally obliged to send us within required timescales.

We contacted external healthcare professionals and the placing authority commissioners to gain their views of the service provided at the service.

Over the course of the inspection we spoke with all three people who used the service and relatives. We spoke with the manager, four care staff and a district nurse. We spent time in the domiciliary care office as well as spending time with the people in their own home. We looked at three care records and medicine administration records (MARs). We also looked at four staff files, which included recruitment records, as well as records relating to the management of the service.

Is the service safe?

Our findings

People and relatives we spoke with told us they felt the service was safe. One person told us, "It is fantastic here." Another person said, "It is my home and the staff do what I say."

Relatives said, "My mother worked with two other families and a social worker to set The Integration Trust Limited up and she did this so we could have peace of mind that [relative's name] would always have the best care possible." And, "There is no question that [relative's name] is safe and they are really happy."

Risks to people using the service were assessed and plans put in place to reduce the chances of them occurring. For example, one person was at risk in relation to managing their catheter care and the person, staff and external professionals had developed a care plan to help keep them safe. Positive risk-taking was fully embedded in staff practices and therefore people for example, were able to go abroad, join archery groups, go to learn how to do woodwork. Risk assessments were regularly reviewed to ensure they reflected current risk. Regular checks of the premises and equipment were also carried out to ensure they were safe to use and the required maintenance certificates were in place. Accidents and incidents were monitored for any trends, so that preventative action could be taken. Plans were in place to support people in emergency situations.

Safeguarding and whistleblowing procedures were in place to protect people from the types of abuse that can occur in care settings. Staff told us they would be confident to report any concerns they had. There had not been any safeguarding incidents since our last inspection but the manager told us how these would be investigated, including making referrals to relevant agencies.

People's medicines were managed safely. Staff received safe handling of medicines training, and the administration records we reviewed were correctly completed. Medicines were checked, monitored and safely stored. People had access to their medicines when they needed them.

There were enough staff deployed to keep people safe. Staff assisted people to get ready to attend Innovations or Pathways resource services, which provide activities such as craft work. The staff from Innovations or Pathways resource services collected people and supported them during the visits. When people were at their home, there were three staff from The Integration Trust Limited on duty until 10pm and then one of these staff slept over to support people during the night. Two of The Integration Trust Limited staff were on duty in the morning until people went out. On days that people were not at the resource centres, sufficient staff were on duty to provide one-to-one support. The manager had an office base in the local community centre and worked five days a week with support from an administrator. We found that the manager frequently visited people and had formed a strong bond with all of the three people who used the service. One member of staff said, "We have all worked together for many years and always pull together as a team."

The provider's recruitment processes minimised the risk of unsuitable staff being employed. These included seeking references from previous employers and Disclosure and Barring Service (DBS) checks. The

Disclosure and Barring Service carry out a criminal record and barring check on individuals who intend to work with children and vulnerable adults. This helps employers make safer recruiting decisions. People who used the service were fully involved in the recruitment process and had recently had the final say on who would be suitable to work with them.

Our findings

Staff received mandatory training in a number of areas to support people effectively. Mandatory training are courses and updates the provider thinks are necessary, in line with people's needs, to support them safely. This included training in areas such as health and safety, fire safety, first aid, infection control, moving and handling and food hygiene. Additional training was also provided in areas such as working with people who live with learning disabilities, catheter care and epilepsy. Training was closely monitored by the manager and they ensured staff regularly attended refresher courses to ensure they followed current best practice guidance. Staff spoke positively about the training they received as well as the opportunities they had to attend new and external training.

Staff were supported with regular supervisions and appraisals. Supervision is a process, usually a meeting, by which an organisation provides guidance and support to staff. Staff said they found these meetings useful and records confirmed they were encouraged to raise any support needs or issues they had.

The Care Quality Commission (CQC) is required by law to monitor the operation of Deprivation of Liberty Safeguards. The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that as far as possible people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People who lack mental capacity to consent to arrangements for necessary care or treatment can only be deprived of their liberty when this is in their best interests and legally authorised under the Mental Capacity Act 2005 (MCA). The procedures for this in care homes and hospitals are called the Deprivation of Liberty Safeguards (DoLS) and in this service, as the people were living in their own home this would be via an application to the Court of Protection.

Although currently none of the people lacked capacity, we found that the manager and staff had attended several MCA and DoLS training courses. They had used this learning to inform the way they worked with people. The staff were very clear that even when people had a learning disability, this did not automatically mean they lacked capacity and all of the records reviewed showed they used all available mechanisms to enable individuals to make decisions. We discussed with the manager that there may come a point in time whereby people could lack the capacity to make decisions about how to deal with complex matters such as treatment for any health conditions. They had a good understanding of the actions that would need to be taken if this occurred, such as undertaking 'best interest' meetings and working with multidisciplinary teams to make decisions on people's behalf.

We saw evidence that people had provided consent in care plans. For example, consent to being supported to take their medicines, or the service retaining their personal information. We saw evidence in care files to show that staff regularly checked with the people who used the service that they were still happy with the support being provided. People told us that they were fully involved in the development of their care plans

and their agreement was always sought before any changes to the plans were made.

People's nutritional needs and preferences were assessed and recorded in their care plans. We saw that staff ensured that people were actively involved in managing their own diet and preparing their own meals. People were very complimentary about the meals the staff from The Integration Trust Limited helped them to prepare. One person said, "The food is really good and there are always lots of things to choose from. I make the staff do the cooking because they do this well [and laughed at the surprised look on staff faces]."

Staff were proactive in providing people with a range of information to assist them to make decisions about their health and wellbeing. For example, people were made aware of the benefits of exercise and healthy eating. Staff worked with health and social care professionals to seek advice that would benefit the people they support and they actively contributed to supporting people to understand how to manage mental and physical well-being. People, when appropriate, were supported to access external professionals to monitor and promote their health.

The district nurse told us that staff had a good working relationship with people and readily identified when changes had occurred. They found staff appropriately referred people to them so this support could be provided. The staff also told us how they worked with James Cook University Hospital staff to make sure specialist equipment was working effectively, as recently they found that an indwelling catheter was kinking and this could block the tube, which can cause great distress for people. They were passionate about taking all actions to prevent any distress being caused for people.

Staff recorded clearly in the records, the advice provided by the health care professional whilst at the service or, if appropriate, when at home in order to support the person to follow the advice given.

Our findings

The service's visions and values promoted people's rights to make choices and live a dignified and fulfilled life. This was reflected in every aspect of the care and support that people received. People were exceptionally well cared for and were consistent in their high praise of the service. Relatives told us that the manager and staff showed genuine concern for people's wellbeing, including their own. One person said, "They [the staff from The Integration Trust Limited] have made sure I can live independently. I am able to say what happens and feel a part of what's going on." Another person said, "The staff are great and my friends."

Staff told us that people were at the core of their work and not only were they guests in the house, they had formed relationships with people that were professional and therapeutic. A staff member said, "Most of us have worked here for over 20 years and we have grown with the people and work really well together. we treat people with the same respect as we would our own family." Another staff member said, "We see [the people's names] as a part of our extended family. It is hard to explain, but we have really special relationships with the people." The manager told us how people using the service had become core components of their own family life. When purchasing a new house, they had considered whether this could be readily made accessible so the three people using the service could visit and join in family events such as barbeques.

The culture embedded in the service was an absolute commitment to deliver a person-centred and responsive service, which relatives described as a lifeline for them, as well as a fantastic place for people to use. Relatives said, "We would rate the care being provided as outstanding. The staff are absolutely committed to people and so kind and compassionate. [Name of relative] is always buzzing when they come to visit us."

We saw many examples of staff providing support with compassion and kindness. Staff spent time chatting, encouraging, laughing, and joking with people. We saw that where people requested support, it was provided promptly and discreetly by staff. Everyone we spoke with was complimentary of the staff who supported them.

Throughout the inspection we saw that staff were not rushed in their interactions with people. We saw that the manager and staff all spent time chatting with people individually and supported them with their care and support needs and to engage in activities. We spoke with one person who told us that staff took a real interest in them. Staff had wanted to make the service provided to this person the best it could be and so sought the person's views about what else they could put in place. Over the years staff had worked hard with people and set achievable goals for them to aim towards. This had led to a real widening of the scope of integration within the community and skills people were able to develop. Staff were devoted to ensuring each person found their lives were enriched by their experience of life within their local community. The manager and staff told us how they worked with people who used the service to enable them to become more independent. We found the staff empowered people to voice their wants and aspirations for their lives and then supported them to achieve these goals.

People were being cared for with a level of support which was above and beyond providing support with task based activities such as washing and dressing. Their support extended to helping people to develop new life skills, form and maintain friendships and find out about the broader opportunities available within the community. People told us how staff had ensured they had been introduced to a wider circle of people and people told us they were treated like extended family. They also discussed how they went out to night clubs and other venues people in the community would frequent. We heard how on a recent holiday to Benidorm, one person had developed a friendship with another holiday maker and went out clubbing together. They laughingly told us that the staff were "getting on a bit so did not have the stamina to stay up past 2am". Staff, in good humour refuted this assertion and said they stayed out as long as the person wanted, even when this was into the very early hours of the morning.

People had choice and control over their lives and staff responded to them by expressing choice in a positive and supportive manner. Staff were passionate about their work. They actively listened to what people had to say and took time to help people feel valued and important. Staff understood people's communication methods and readily assisted people to express their views and join in conversations. There were very lively and multi-layer conversations going on with people using verbal and non-verbal communication. One person, with the assistance of staff acting as translators, discussed with us their experiences of the service and how The Integration Trust Limited staff made them feel truly cared about.

Staff told us how they worked in a way that protected people's privacy and dignity. For example, they told us about the importance of providing people with choices and allowing people to make their own decisions. They told us the importance of encouraging the person to be independent and also the need to make sure people's privacy was maintained, for example, making sure all of the equipment people used to manage aspects of their personal care was working effectively and taking quick action to ensure these were repaired and maintained when needed. One staff member said, "We are here and have stayed so long because we know we can make sure people are getting the best possible care and the most out of life." The staff team was committed to delivering a service that had compassion and respect for people.

The manager and staff knew how to assist people to access advocacy services, if this was needed. An advocate is a person who works with people or a group of people who may need support and encouragement to exercise their rights.

During the inspection we spoke with a district nurse who told us about their role and experience of working with the staff at The Integration Trust Limited. People told us, "The team are absolutely brilliant and are consistently focused on making sure people have equal access to all the things we take for granted, such as educational opportunities and becoming a part of the local community so visiting local pubs and leisure facilities."

Is the service responsive?

Our findings

The Integration Trust Limited provided person centred care domiciliary care service for people by providing a rich service that enabled the three people using it to both receive appropriate personal care but also access a wide range of meaningful activities. The Integration Trust Limited staff provided 24 hour support for three people who had their tenancies in one bungalow.

We found the staff worked above and beyond what would be expected of a domiciliary care agency or even supported care. We found that the staff had embraced the diversity of people's interests and views. They ensured each person was made to feel valued and encouraged to take an active role in designing their care. People and relatives told us that the opportunity to develop the service had added much more to their lives than just providing care and had led to people over the last 24 years leading a life full of new and incredibly positive experiences. We found that people naturally selected interests to pursue and staff ensured the support was readily available for them. Staff also constantly kept an eye out for new experiences that might appeal to each person and shared this information with them. The understated and tireless nature of the staff actions to ensure people experienced equity in access to the community had led to the people being fully integrated members of the local community.

We heard how the parents of the three people who first moved to the bungalow 24 years ago had orchestrated the move and formation of The Integration Trust Limited so that the people would always have the 24 hour support they needed. This decision was made because the alternative at the time was for the people to live in a long stay hospital for people with learning disabilities. The families had wanted more than this for their relatives, so tirelessly campaigned and worked to make their idea of a different approach become reality.

Over the intervening years, the family members had acted as 'next friends' presenting their relatives views to trustees. The Integration Trust Limited worked collaboratively with the local health and social care organisations as well as the housing association, to ensure the service did not stagnate or deteriorate but remained an arbiter of current practice. We found that this had led to The Integration Trust Limited staff ensuring that the housing association altered the people's bungalow so it meet current Disability Discrimination Act 2005 requirements as well as the changes in people's needs. Also, as technology advanced, The Integration Trust Limited staff supported people to know that it was available and to access technology. Currently the staff and people who used the service were looking at how technology, such as tablets, phones, social media could be used to assist them live more independently.

The people and their relatives told us the service provided them with the opportunity to have experiences many people took for granted such as holidays, learning crafts and being members of various clubs. We heard how people had been pleasantly surprised to find that their relatives had become more confident in themselves and had developed a wide range of skills. A relative said, "I see them grow all the time and over the years, they have really been able to exercise choice and control over their life. It is wonderful to see and I certainly never thought they would lead such a life. It is everything I wished for, and it is like they are just you or me leading our own lives."

One person said, "I can do so much more now and this is because I can try new things. I'm just doing woodwork with Innovations. I never ever thought I would be able to do stuff like that but [the Integration Trust Limited staff] found out all about the Innovations project and asked if I wanted to go. I said 'Yes' and it has been great." We heard how staff explored with people their current interests. Staff believed people had a fundamental right to equitable access to the community and as a part of exploring opportunities for people would conduct pre-visits to new community resources they found. Recently, one person had expressed a wish to go on a spa day and so staff had visited a local spa to check that it was accessible before setting up the visit. We also heard if staff went anywhere new with their own family, they always considered whether people using the service would enjoy the experience.

Staff were passionate and determined to assist people to achieve their goals and celebrated every achievement people made towards reaching a goal or a success they had. Throughout the inspection we found there was a culture of striving for excellence including supporting people to reach their maximum potential. We found that staff did not have pre-conceived ideas about what people could or could not do, which meant that everything was explored. This had led to people routinely going abroad on holiday and always trying something new. We heard how one person now needed a soft diet, and this had been embraced by staff. When going to restaurants, cafes and pubs for meals, staff always checked with the venue if the chef was able to provide blended consistency meals. If the venue did not have the equipment staff would lend them theirs and go to show the chef how to produce an appetizing blended meal.

Amongst this stimulating and fun environment, staff skilfully and effectively supported each person. We saw staff keep everyone involved in any discussions and readily acted as interpreters for people who used non-verbal communication methods by providing a running commentary on what was being said. We observed staff encouraging people to join in as much as they wanted in the hustle and bustle of the main communal areas. Staff also worked adeptly with other people who were quieter. The staff worked closely with people to consider their feelings and when appropriate to look for quiet time. One person preferred quiet at times and although they came and spent time with us, staff readily spotted when they were finding the noise too much and asked them whether they wanted to move to a quieter area of the bungalow. One person said, "I love all the things we do and the staff never tire of supporting us to do all the things we want."

We viewed documentation which demonstrated that the service was person centred in their consideration of the impact of the care they were delivering for people. Each person had a detailed and comprehensive assessment, which highlighted their strengths and needs. Care records reviewed contained information about the person's likes, dislikes and personal choices. For instance, care records clearly detailed people's preferences around the delivery of personal care and the routine of their day. This helped to ensure that the care needs of people who used the service were delivered in the way they wanted them to be. We found the care records were very well-written and were very informative.

Care plans were reviewed on a regular basis to ensure they accurately reflected people's current support needs. People were involved in their care planning when the care plan was initially written and every time the care plan was reviewed. Each time the care plan was reviewed, a staff member involved the person and their main carer in the process.

We checked to see how the service was communicating what the complaints procedure was to people who used the service and heard from people that they knew how to complain. We saw that easy read complaint procedures were available. We viewed the complaints system in place and found all complaints had been investigated with an outcome presented for the person. Relatives told us they were extremely confident that the manager would address any issues.

Our findings

We found people were routinely consulted and found they spoke very highly of the service, the staff and the manager. They thought the service was well run and completely met their needs. They found staff recognised any changes to their needs and took action straight away to look at what could be done differently.

Staff told us, "I love working here because this was set up for the people, so they are my priority. This goal has never changed and we are always looking at how to make it the best service for people. I think this does work and that is why I worked here for over 20 years," and, "We, as a team really take pride in the way the service runs and it truly does work for the people. They are the bosses so we make sure what we do is right for them."

We saw that the staff team were very reflective and all looked at how they could tailor their practice to ensure that the support delivered was completely person centred. The manager has worked at the service since the 1990s and became registered manager in 2003. People and staff spoke positively about their management style and reported that the manager supported them and included them in the running of the service. We found the manager was the integral force ensuring the service was safe, responsive, caring and effective. We found that under their leadership, the service had developed and been able to support people with complex needs, lead ordinary lives.

Staff told us they thought the service had an open and honest culture. Staff told us they had regular meetings and made suggestions about how they could improve the service for each person. A member of staff said, "We are involved in making sure the support we provide is working for each person and I think that works well."

Feedback was sought from people on a daily basis. Feedback from staff was sought in the same way and as well via surveys. Relatives were routinely asked to comment about their satisfaction with the service.

The provider had systems in place for monitoring the service, which the manager fully implemented. They completed monthly audits of all aspects of the service, such as medicine management, building management and staff development. They took these audits seriously and used them to critically review the service. The audits had identified areas they could improve upon. The manager produced action plans, which clearly detailed when action had been taken. One of the 'next friends' completed monthly reviews of the service and presented the trustees with a report of their findings at board meetings. All of this combined to ensure good governance arrangements were in place.

Staff told us their ethos, in line with provider's statement of purpose, was about offering people choice, opportunity, and respect and enabling them to achieve their personal best. We observed the manager demonstrating these values consistently during the inspection. They interacted warmly with people, who clearly recognised them and were at ease engaging with them on first name terms. One person told us, "[manager's name] is brilliant! We get on really well and she takes an interest in what I'm doing and how I

am."