

## St. Mary's Kenmure Secure Accommodation Service

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Telephone: 0141 586 1200

**Type of inspection:**

Unannounced

**Completed on:**

22 November 2018

**Service provided by:**

St. Marys Kenmure

**Service provider number:**

SP2011011646

**Service no:**

CS2011299188

## About the service

St. Mary's Kenmure secure unit is a secure accommodation service that provides 24 secure beds for young people (male and female), aged from 11 to 18 years. Located in the north east of Glasgow, in Bishopbriggs, St. Mary's Kenmure is governed by an independent board of managers and is affiliated to the Cora Foundation, a registered charity committed to Christian social care and education.

The service has a campus style facility, which is formed by grouping four house units, an education centre, administration, and a catering centre around a large central courtyard containing an outdoor recreation area. Additionally, there are indoor recreational facilities, such as a swimming pool and a gymnasium. Above the recreational unit is a group work area that has a programmes team dedicated to the delivery of structured programmes, such as cognitive skills and offending behaviour. The central courtyard, which is landscaped, is the main circulation route within St. Mary's Kenmure.

The accommodation for the young people is a single bedroom, which includes a toilet and shower en suite with fixtures and fittings designed to limit self harm. There is a living/dining and kitchen area, office, and a visitors/activities room in each unit. Perimeter security is provided by the buildings and is supplemented by CCTV monitored by a designated team of operations staff.

The stated objective of St. Mary's Kenmure is to offer "individual young people who are experiencing and presenting difficulties in the community, a stable, safe, secure, stimulating environment to promote growth and development leading to eventual return to the community".

This service has been registered since 24 January 2012.

## What people told us

We spoke with 16 young people during the inspection. All inspectors had several meals with young people during the inspection. Almost all young people expressed positive views of the service. They described very positive relationships with staff. There was clearly a high degree of loyalty and respect for staff. Young people spent meaningful time with their key workers. Most said that they got on well with all staff. Some of the young people's comments included:

- "The service is brilliant."
- "St. Mary's is my life."
- "It's very good."
- "Staff actually listen to you."
- "I can think of a way to improve it."
- "I'm now able to manage my anger with the service's help."

We had several comments from young people that wasn't as positive, these were shared with the management during feedback. One recurring issue was the quality of food which we have requested that the service continue to address through listening to young people. Several young people felt unsettled because they knew they were due to move on but they didn't know what the future plans were for their care. This was an issue outwith the

service's remit, however we will continue to address this through contact with strategic inspectors of local authorities.

We had very positive feedback from placing social workers about the way that the service engaged with young people and their families. For young people placed from England, staff kept contact with parents and social workers by phone, invited them to events such as parents' days, collected them from the airport, and facilitated days out when the young person was allowed out of the unit.

## Self assessment

We did not request a self assessment. The service had several systems in place to monitor their development. The service had made considerable investment in the environment and this was noted during the inspection.

## From this inspection we graded this service as:

|                                      |               |
|--------------------------------------|---------------|
| Quality of care and support          | 5 - Very Good |
| Quality of environment               | 5 - Very Good |
| Quality of staffing                  | 5 - Very Good |
| Quality of management and leadership | 5 - Very Good |

## What the service does well

We found that the performance of the service was very good for the quality of care and support, quality of environment, quality of staffing, and quality of management and leadership. The service encouraged and supported young people to participate in all aspects of their care. Staff were found to have formed very good relationships with young people and their families.

All young people interviewed felt safe. The service had a range of strategies, such as comprehensive detailed assessments of risk, which were used by staff to support young people's safety and security. These were regularly updated to take account of events and changes in young people's behaviour. There had been significant improvements in the structure and quality of care plans. There was a clear wellbeing structure using SHANARRI (safe, healthy, achieving, nurtured, active, respected, responsible, and included) and concise and relevant background information. Most had SMART (specific, measurable, achievable, reasonable, and time-specific) targets and recorded young people's progress. The introduction of the new plans had been well managed, with focussed training and one-to-one staff support, so that everyone was confident in the new approach to recording.

Staff received regular training about child protection. They understood their role in safeguarding young people and how to implement child protection procedures. Child protection issues were appropriately notified to the Care Inspectorate. There were no current child protection issues.

There had been a significant reduction in serious incidents and in violence towards staff. Staff were regularly trained and accredited in the use of de-escalation techniques and restraint. There was some improvement in the quality of incident recording, however there were some gaps in the information which could be further improved.

Medication was well managed. The majority of young people were in receipt of prescribed medication, some of it controlled. Staff were well trained and storage and recording systems were effective and regularly audited. All

young people had a health assessment on admission and a mental health assessment within two weeks of admission. A range of interventions was available, including cognitive behavioural therapy (CBT) and clinical and forensic psychologists. The service had appointed a health and wellbeing (HWB) co-ordinator who had already facilitated increased access to essential services (such as dental health, vaccinations, and mental health services) for young people and who had ambitious plans to promote health and wellbeing across the service with a focus on healthy eating, tackling obesity, developing self care skills, and working with families. This ensured young people's health was well maintained.

All young people were attending education and some had had considerable success in achieving academic and vocational qualifications. Some young people had access volunteering and work placements. For example, a young person was employed as an assistant in the kitchen. There were also opportunities for young people to gain experience and earn money for carrying out tasks within the units. Others were recruited to act as champions to seek and represent the views of young people about HWB advocacy, activities, and the new Health and Social Care Standards (HSCS). Champions reported directly to the senior management team. These opportunities provided young people with opportunities to develop skills and experience, as well as to build relationships and earn financial reward.

We observed some very positive, nurturing practice in all units, with individualised responses which built on young people's strengths and met their needs. There was also very positive feedback about the role of staff in helping to identify and support the transition of young people into community-based care. It was clear that staff took time and care to get to know and understand young people's emotional needs and to meet them.

The service has been creative in providing young people with a range of opportunities to keep fit and active. There was a well equipped gym, swimming pool, and outdoor football pitch which were regularly used. In addition, the service had established a scuba club which had been well received and which was planned to develop further to enable young people to achieve Professional Association of Diving Instructors (PADI) certificates. The service was very responsive to identifying new interests and supporting these new activities. Staff had also overcome some of the challenges of the secure environment to provide young people with a range of experiences, including Hallowe'en, cinema, bonfire night with a fireworks display, and Holi festival where young people celebrated another culture with a riot of colours for staff and young people.

The service had gained an LGBT (lesbian, gay, bisexual, and transgender) Charter and staff have had relevant training. During the inspection, staff demonstrated sensitivity to and understanding of LGBTQI+ issues with a high level of support and a positive inclusive approach to support.

There has been an obvious change in the culture of the service, reflected in use of language, consequences not sanctions, 'letter to the child' recording, and more physical contact. The whole environment was informed by the range of training that staff had been exposed to, such as trauma-informed care.

The service has invested heavily in improving the environment; making it softer, more homely, and less institutional. But we had discussions with the staff team about further improvement that they have planned for the next year. We look forward to examining these at our next inspection.

We noted that there was a greater degree of personalisation of young people's bedrooms. Most young people had enjoyed the process of choosing decoration and soft furnishings to personalise their space and all had commented positively on the upgrades to the new en suite facilities with the privacy screens.

There were effective systems in place for maintaining a safe and secure environment. The system for recording accidents was effective and well monitored and fed back to improve practice. We noted that staff were constantly engaged with young people and used their knowledge and understanding of young people to

anticipate and divert them from risk-taking behaviours and to ensure that they had positive outcomes during their stay.

## What the service could do better

We had discussions with the management team about the merits of expanding the range of opportunities for vocational experiences/qualifications. This is currently under review and we look forward to seeing the expansion of this provision.

We thought that there was a need to develop a proactive and conscious approach to helping young people to develop independence and life skills. We had some discussions around how the service could develop this into the young people's care planning process. Again we look forward to seeing this development.

There was a need for the service to ensure that they had a robust system in place for portable appliance testing (PAT).

Several young people stated that they had difficulty controlling the heating and ventilation in their rooms. It would be beneficial for the service to review this and put an action plan in place to address these issues.

There were some issues about confidentiality arising from the design of the office. We had a discussion with the management team who felt that they could rectify this immediately. We look forward to seeing this at our next inspection.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 0

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## What the service has done to meet any requirements we made at or since the last inspection

### Previous requirements

There are no outstanding requirements.

## What the service has done to meet any recommendations we made at or since the last inspection

### Previous recommendations

#### Recommendation 1

The service to continue to develop their recording systems to ensure that they reflect the current identified goals and record all achievements.

National Care Standards, Care Homes for Children and Young People – Standard 4: Support Arrangements.

**This recommendation was made on 18 April 2018.**

#### Action taken on previous recommendation

This was fully met.

#### Recommendation 2

The service to fully implement their new incident database to ensure that they have an overview of all incidents.

National Care Standards, Care Homes for Children and Young People – Standard 7: Management and Staffing.

**This recommendation was made on 18 April 2018.**

#### Action taken on previous recommendation

This was fully met.

#### Recommendation 3

The service to provide the Care Inspectorate with an action plan which outlines the learning that has occurred from the recent critical incident.

National Care Standards, Care Homes for Children and Young People – Standard 7: Management and Staffing.

**This recommendation was made on 18 April 2018.**

## Action taken on previous recommendation

This was fully met.

### Recommendation 4

All staff should have access to regular supervision in accordance with the organisation's policy. This should be monitored by the management team.

National Care Standards, Care Homes for Children and Young People - Standard 7: Management and Staffing.

**This recommendation was made on 18 April 2018.**

## Action taken on previous recommendation

This was fully met.

### Recommendation 5

The service to develop an annual development plan which is reviewed on a regular basis and uses SMART targets.

National Care Standards, Care Homes for Children and Young People - Standard 7: Management and Staffing.

**This recommendation was made on 18 April 2018.**

## Action taken on previous recommendation

This was fully met

### Recommendation 6

The service to develop a rigorous and systematic approach to auditing to ensure that they maintain and develop their governance processes.

National Care Standards, Care Homes for Children and Young People - Standard 7: Management and Staffing.

**This recommendation was made on 18 April 2018.**

## Action taken on previous recommendation

this was fully met.

## Inspection and grading history

| Date        | Type        | Gradings                  |
|-------------|-------------|---------------------------|
| 14 Mar 2018 | Unannounced | Care and support          |
|             |             | Environment               |
|             |             | Staffing                  |
|             |             | Management and leadership |
|             |             | 4 - Good                  |
|             |             | 4 - Good                  |
|             |             | 4 - Good                  |
|             |             | 4 - Good                  |

| Date        | Type        | Gradings                  |               |
|-------------|-------------|---------------------------|---------------|
| 9 Mar 2017  | Unannounced | Care and support          | 4 - Good      |
|             |             | Environment               | 4 - Good      |
|             |             | Staffing                  | Not assessed  |
|             |             | Management and leadership | Not assessed  |
| 31 Aug 2015 | Unannounced | Care and support          | 4 - Good      |
|             |             | Environment               | 4 - Good      |
|             |             | Staffing                  | 5 - Very good |
|             |             | Management and leadership | 5 - Very good |
| 6 Feb 2015  | Unannounced | Care and support          | 4 - Good      |
|             |             | Environment               | 4 - Good      |
|             |             | Staffing                  | 4 - Good      |
|             |             | Management and leadership | 4 - Good      |
| 4 Jul 2014  | Announced   | Care and support          | 4 - Good      |
|             |             | Environment               | 4 - Good      |
|             |             | Staffing                  | 4 - Good      |
|             |             | Management and leadership | 4 - Good      |
| 27 Mar 2014 | Announced   | Care and support          | 2 - Weak      |
|             |             | Environment               | 5 - Very good |
|             |             | Staffing                  | 2 - Weak      |
|             |             | Management and leadership | 2 - Weak      |
| 23 Jul 2013 | Announced   | Care and support          | 5 - Very good |
|             |             | Environment               | 5 - Very good |
|             |             | Staffing                  | 5 - Very good |
|             |             | Management and leadership | 5 - Very good |
| 29 Jun 2012 | Unannounced | Care and support          | 4 - Good      |
|             |             | Environment               | 3 - Adequate  |
|             |             | Staffing                  | 4 - Good      |
|             |             | Management and leadership | 3 - Adequate  |
| 16 Feb 2012 | Unannounced | Care and support          | 4 - Good      |
|             |             | Environment               | Not assessed  |
|             |             | Staffing                  | 4 - Good      |
|             |             | Management and leadership | Not assessed  |



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