

## St. Mary's Kenmure Secure Accommodation Service

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**Type of inspection:**  
Unannounced

**Completed on:**  
15 August 2025

**Service provided by:**  
St. Marys Kenmure

**Service provider number:**  
SP2011011646

**Service no:**  
CS2011299188

## About the service

St. Mary's Kenmure is a secure accommodation service, located in Bishopbriggs that provides 12 secure beds for young people. At the time of the inspection, the service was accommodating 12 young people across three houses.

St. Mary's Kenmure is governed by an independent board of managers and is a registered charity. It is an approved exam centre with the Scottish Qualifications Authority (SQA), registered with the Registrar for Independent Schools, and is inspected by Her Majesty's Inspectorate of Education (HMIE).

The service has a campus style facility, which includes an education centre, administration and a catering centre around a large central courtyard containing an outdoor recreation area. Additionally, there are indoor recreational facilities, including a swimming pool and gymnasium.

The accommodation for the young people is single bedrooms with ensuite bathrooms. There is a living/ dining area, kitchen area, office, and a visitors' /activities room in each house.

The Care Inspectorate is a member of the <https://www.nationalpreventivemechanism.org.uk/> - a group of organisations designated to monitor the treatment and conditions of people who have been deprived of their liberty. This includes children and young people in secure care.

## About the inspection

This was an unannounced inspection which took place on 5 August 2025, 6 August 2025, 7 August 2025, 12 August 2025 and 13 August 2025. The inspection was carried out by five inspectors from the Care Inspectorate.

To prepare for the inspection, we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

To inform our evaluation we:

- spoke with 12 young people using the service
- spoke with 29 members of staff including management
- spoke with three external professionals and four family members
- observed practice and daily life
- reviewed documents
- reviewed questionnaires completed by young people, visiting professionals and staff.

During our inspection year 2025-2026, the Care Inspectorate and Mental Welfare Commission are undertaking shared visits to all secure centres. This is so both organisations can look together at the culture, policies and outcomes of the use of restrictive practice.

## Key messages

- Young people's emotional and physical safety was a clear priority, but had on occasion been compromised.
- Young people had good relationships with responsible adults and had well established, coordinated support networks.
- Child protection concerns were effectively addressed.
- The health and wellbeing needs of young people were well supported by the multidisciplinary team.
- There were good working relationships between education and care, supporting improved outcomes.
- Leaders had a clear vision for the service, with determination and commitment to drive forward improvements.
- Staff recruitment procedures required significant improvement.
- Existing quality assurance processes should be enhanced to ensure they are effective.

## From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support children and young people's rights and wellbeing?	3 - Adequate
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Further details on the particular areas inspected are provided at the end of this report.

## How well do we support children and young people's rights and wellbeing?

### 3 - Adequate

We evaluated this key question as adequate. While the strengths had a positive impact, key areas needed to improve.

St. Mary's Kenmure worked hard to provide emotional and physical safety for young people, with young people expressing that they felt safe. Staff demonstrated a sound knowledge of key risk factors across the wider group of young people, responding appropriately when young people felt more vulnerable within their peer group. Whilst progress had been made to understand and respond to individual risks for young people, there were occasions when safety had been compromised. This included concerns relating to some aspects of the environmental safety of the service (see requirement 1).

All young people had access to responsible adults outwith the service, including independent advocacy services within group and individual settings. This ensured young people's needs and rights were being appropriately respected and supported. Social workers commented that St. Mary's Kenmure communicated well, and we were assured that this provided an additional network of support. Similarly, the Team Around The Child (TAC) meetings provided an effective way of coordinating support for young people.

The service was following child protection national guidance, having produced an updated policy to guide staff practice and provide clarity regarding roles and responsibilities. The staff team had greater confidence in recognising and reporting concerns and the organisation was effectively sharing information. Additionally, there was an established level of oversight at a senior level to consistently ensure concerns regarding young people's safety and wellbeing were being acknowledged and addressed.

Levels of stable and therapeutic care varied across the service. Overall, there was greater stability within staff teams, recognising that relationships were key to the care and support of young people. Despite this, there were times when restraint had not been undertaken in a caring or safe manner. We identified times when restraint practice deviated from therapeutic crisis intervention (TCI). There was lack of detailed recording, limiting the ability to ensure that staff actions were appropriate, followed best practice and consistent with the presenting risk. The service also required to strengthen its approach to recording of debriefing, ensuring staff were supported to learn from incidents and benefitting from continuous improvement of practice (see requirement 2).

The inspection highlighted that the recording of seclusion, searches and drug testing did not always provide clear and accountable decision making. At times there was a lack of clarity regarding the justification for actions, whether managerial authorisation was being consistently sought and that young people's rights were being prioritised whilst risks were being managed. The service had recently introduced improvements to these processes to begin to address practice in this area (see requirement 2).

Young people at St. Mary's Kenmure experienced warm, caring relationships with staff that were natural and spontaneous, although some specific interactions for some young people were not fully centred on these values. These nurturing relationships supported the development of trust, relational safety and feelings of connection; encouraging loving relationships. As a result, young people were involved in and benefitted from a variety of fun activities which included the onsite facilities for football, swimming and the gym, supporting their physical and emotional wellbeing. This extended to supporting young people to move on positively and the organisation recognised the value of young people maintaining contact where appropriate.

St. Mary's Kenmure had made notable improvements to progress the environment and resources for young people. Young people were directly involved in personalising the houses and, due to a reduction in the number of young people, they enjoyed greater opportunities to make use of quieter spaces within the houses. The organisation fully recognised that the physical environment was still limited, with further significant improvements required; particularly regarding the quality of the bathrooms. As a result, consultation was underway to inform the development of a refurbishment plan for the campus.

St. Mary's Kenmure was implementing safe care checks to support environmental safety. The inspection highlighted that these should be strengthened by improving the quality of assessment within these checks, including clear actions regarding any risks identified. This will help staff appreciate the importance of this vital monitoring process and further strengthen the protection and wellbeing of young people in their care (see area for improvement 1).

Many young people were actively involved in decision making opportunities, supporting them to feel listened to. In addition to being able to contribute towards shaping their care and support, young people's views had been sought regarding the wider development of the service. This included the new young person's council, consultation on new policies and an animation project introducing new young people to the service. Young people were also familiar with the complaints procedure which provided formal feedback and escalation to senior management as requested.

Overall, young people were appropriately accessing primary health care services. The multi disciplinary healthcare team onsite had undergone significant change and we were confident that the wellbeing needs of young people were being met. This was supported by collaborative links within the community, ensuring timely access to assessments. It was pleasing that St. Mary's Kenmure had recently developed a process to ensure the welfare and safety of young people following any restraint – to ensure the effectiveness of this, key individuals are required to be identified to undertake this task, and the service must establish the level of health assessment required (see requirement 2).

Young people were being successfully supported to maintain meaningful relationships with those who were important. Some families spoke of the quality time they spent with their children, including celebrating cultural festivals and coming together to enjoy meals. Other families suggested improvements to support connection, including greater use of technology, which the service was committed to actively pursuing.

Young people benefitted from individualised and tailored approaches within education, with an established integrated approach between care and education to support improved outcomes. A family member was extremely positive regarding their child's attendance and attainment, with young people achieving both academic and vocational awards.

The service was in the early stages of reviewing their personal planning. There were some examples of individualised plans, however these varied across the service. Documents were not always integrated and some lacked clarity regarding the support required for young people. Young people's needs could be more effectively met by following the SMART framework and incorporating young people's voices. Risk assessments were not consistently accurate and did not explicitly support staff to respond appropriately to young people's needs with identified strategies. This level of detail is key to informing staff practice and safeguarding young people (see area for improvement 2).

The management team at St. Mary's Kenmure had made considerable progress, demonstrating commitment, dedication and determination in starting to drive forward the radical change required to sustain consistently safe and positive outcomes for young people.

Leaders had a vision and ambitious plans for the direction of the service and this continued to evolve with the identification of key areas of priority. Staff overall felt well supported by managers, viewing the changes to the culture of leadership as positive.

Leaders were clear regarding their responsibilities towards safeguarding young people's experiences. The service was actively continuing to develop this to ensure responsive approaches were consistently delivered by managers at all levels .

St. Mary's Kenmure had fully developed their new admissions documentation, supporting decision making regarding young people moving into the service, whilst considering the needs of existing young people. Staff welcomed this approach as an improvement to the transitions process.

The service had made progress in providing a more stable staff team. Overall, this was reflected in the staffing arrangements at St. Mary's Kenmure, which were reviewed daily by managers. This supported young people to build trusting relationships with staff and enjoy more quality time with key individuals.

The organisation had established various training and future development opportunities for staff, including structured induction programmes and newly created coaching pathways. The service should continue to strengthen its approach by ensuring all staff, including sessional workers, consistently undertake training and supervision with an improved process to record participation. This would ensure that young people are benefitting from a fully trained staff team who have the opportunity to learn and reflect.

Recruitment procedures required significant improvement, including a review of the policy to reflect current legislation and good practice guidance. This would support the organisation to ensure required checks were being robustly undertaken, ultimately providing additional safeguards for young people (see requirement 3).

Management oversight and quality assurance required further development. Despite the introduction of some quality assurance, key areas of practice development and improvement were not being effectively identified. Incident recordings consistently lacked detail to support the monitoring of safe care for young people. Establishing this structure would ensure young people's experiences and rights were being championed, evaluated and responded to on an ongoing basis (see requirement 4).

## Requirements

1. By 4 January 2026 the provider must ensure the safety and security of young people and staff is prioritised. To do this, the provider must at a minimum:

- a. ensure visitor management measures are reviewed and strengthened
- b. ensure monitoring and response systems work effectively to safeguard young people and staff
- c. ensure appropriate response times to young people's presenting needs.

This is in order to comply with Regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

I am protected from harm because people are alert and respond to signs of significant deterioration in my health and wellbeing, that I may be unhappy or may be at risk of harm (HSCS 3.21) and

My environment is secure and safe (HSCS 5.17).

2.  
By 4 February 2026 the provider must ensure that where young people are subject to restraint or other restrictive practices there is effective recording, oversight and wellbeing assessments. To do this, the provider must at a minimum:

- a. ensure the use of restrictive practices are fully recorded and sufficiently detailed to support analysis and justification of actions
- b. ensure debriefs are undertaken and effectively support staff to learn from practice and identify development needs
- c. ensure effective wellbeing assessments are being undertaken for young people following all restraints
- d. ensure that personal support plans and risk assessments sufficiently guide staff practice in relation to restrictive practices.

This is in order to comply with Regulation 4(1)(a) and Regulation 4(1)(c) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

Any treatment or intervention that I experience is safe and effective (HSCS 1.24) and

I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes (HSCS 3.14).

3. By 4 January 2026 the provider must ensure that young people are being protected by implementing the Safer Recruitment Through Better Recruitment guidance.

This is in order to comply with Regulation 4(1)(a) and 9(1) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

I am confident that people who support and care for me have been appropriately and safely recruited (HSCS 4.24).

4. By 4 February 2026 the provider must ensure that effective quality assurance systems are implemented to ensure young people are being safely and consistently cared for. To do this, the provider must at a minimum:

a. establish effective quality assurance systems for all care practices.

This is in order to comply with Regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes (HSCS 4.19).

## Areas for improvement

1. To ensure young people's wellbeing, the provider should strengthen the quality of environmental safe care assessments, including required actions when risks are identified.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

My environment is secure and safe (HSCS 5.17).

2.  
To support young people's wellbeing and development, the provider should ensure personal planning documents are reviewed. This should include, but is not limited to:

a. implementing SMART care plans which are regularly reviewed, quality assured and used consistently to plan and direct safe care, taking young people's views into consideration

b. ensuring regularly reviewed risk assessments accurately identify risks and effective strategies to keep young people safe.



This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices (HSCS 1.15).

## 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).

## Detailed evaluations

How well do we support children and young people's rights and wellbeing?	3 - Adequate
7.1 Children and young people are safe, feel loved and get the most out of life	3 - Adequate
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	3 - Adequate

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