

---

**Report To:** Inverclyde Integration Joint Board      **Date:** 17 March 2020

**Report By:** Louise Long  
Corporate Director (Chief Officer)  
Inverclyde Health & Social Care Partnership      **Report No:**  
IJB/27/2020/SMcA

**Contact Officer** Sharon McAlees      **Contact No:** 715282

**Subject:** Inspection of Children's Residential Care Homes

---

## **1.0 PURPOSE**

- 1.1 The purpose of this report is to advise the Integration Joint Board of the outcome of the Care Inspectorate inspection of The View and Kylemore children's residential care homes.
- 1.2 The Care Inspectorate regulates all regulated care services in Scotland and completed an unannounced inspection of The View on 28<sup>th</sup> October 2019 and Kylemore on 1<sup>st</sup> November 2019.

## **2.0 SUMMARY**

- 2.1 The inspection was conducted in line with Health and Social Care Standards and the quality of service provided was evaluated under:-
  - How well do we support children and young people's wellbeing?
  - How well is our care and support planned?
- 2.2 A full public report of the inspections and grades is available on the Care Inspectorate website.
- 2.3 The summary of the grades awarded were as follows

### **Kylemore**

1. How well do we support children and young people's wellbeing? 6 – excellent
2. How well is our care and support planned? 6 - excellent

### **The View**

1. How well do we support children and young people's wellbeing? 5- very good
2. How well is our care and support planned? 5- very good

### **3.0 RECOMMENDATIONS**

3.1 The Integration Joint Board is asked to note the outcome of the inspections.

**Louise Long**  
**Chief Officer**

## 4.0 BACKGROUND

- 4.1 All of Inverclyde's residential children's care home services are registered with the Care Inspectorate and are inspected on a regular basis. An unannounced inspection of The View was completed on 28<sup>th</sup> October 2019 and Kylemore on 1<sup>st</sup> November 2019. During the inspection the Care Inspectorate spoke with staff, young people, parents and other professionals and reviewed relevant written information including care plans.
- 4.2 The inspection evaluated the quality of two specific standards :
- How well do we support children and young people's wellbeing?
  - How well is our care and support planned?
- 4.3 The summary of the grades awarded to The View were
1. How well do we support children and young people's wellbeing? 5 – Very Good
  2. How well is our care and support planned? 5 – Very Good
- 4.4 The inspection looked closely at the care and support young people receive and found significant areas of strength with only minor areas for improvement. The Care Inspectorate was completely assured that over time, young people living at The View develop meaningful and secure relationships with those caring for them. Young people were observed having fun with staff and experienced empathy, compassion and love.
- 4.5 Throughout the inspection the word "homely" was repeated by everyone consulted and this meant that everyone who spent time in The View was warmly and compassionately welcomed. Young people who moved on from The View did so at the right time and with careful transition planning.
- 4.6 Positive mental health was found to be a priority for the young people and Children and Adolescent Mental Health Service (CAMHS) confirmed that core residential staff had a sound understanding of the impact of trauma and worked creatively to help young people.
- 4.7 The inspection evaluated how assessment and care planning reflected children's needs and wishes, finding only minor improvement required. Children were found to lead positive, healthy and enjoyable lives underpinned by robust assessment of need and risk and benefitted from dynamic and aspirational approach to all aspects of care and support. Team meetings were used effectively to consider planning and consistency. This ensured young people received a clear and consistent approach from everybody.
- 4.8 A major strength of the consistent approach was the comfort staff had around physical interactions. Tactility between staff and young people appeared natural and trusting and staff found creative ways to ensure young people received closeness and comfort.
- 4.9 The inspection did identify major areas of strength however it did find some minor areas for improvement.
- 4.10 Since the previous inspection in 2018, there have been staffing changes, in particular a vacant manager's post. The transition arrangements put in place whilst the review of residential services was concluded and staffing complement agreed did take time. The consequence of this was some administrative tasks slipped including notifications to the Care Inspectorate and recording of medication administration. Since the inspection concluded, the service has appointed a permanent manager and depute.

- 4.11 During the inspection it was evident that young people were fully involved in setting their aims and goals and that staff carried out their work with compassion, however this was not always clearly written down. The service was asked to consider how best daily records reflected the compassionate way staff go about their work with young people and how care plans are clearly written down.
- 4.12 Overall, the inspection was very positive, highlighting very good practice however the minor areas for improvement did result in overall grades being reduced from 6 to 5.
- 4.13 The service is committed to continuing to develop and will take forward the suggestions by the Care Inspectorate about how care planning and daily records can be more effectively recorded to reflect the level of compassion displayed by staff and the lived care experience of our young people. To progress this work, the service will consult with young people on how they would wish information about them to be recorded.
- 4.14 The summary of the grades awarded to Kylemore were as follows: \_
1. How well do we support children and young people's wellbeing?  
6 - excellent
  2. How well is our care and support planned? 6 - excellent
- 4.15 The inspection looked closely at the care and support young people receive. The inspection noted that young people who live in Kylemore thrive as a result of the unique approach to care and support. It is commonplace for the outcomes of young people to set new standards for care homes for children and young people in Scotland and during this inspection Kylemore was found to be working at a sector leading level.
- 4.16 The inspectors spoke with several professional groups who work with Kylemore and they reported that on a consistent basis, young people made immense progress when they moved into Kylemore. One local head teacher described the calmness within the house as creating a life changing environment for young people.
- 4.17 The staff worked hard to find experiences for young people that created new memories and young people thrive on spending time with staff that they love. Staff fully understood the importance of working outwith normal shift patterns and their energy and dedication were described as first rate.
- 4.18 The universal staff focus in Kylemore was clearly based on what young people needed. The inspection found that the service was incredibly well managed. All staff knew their job and the ethos of Kylemore had been formed over many years, with a focus on providing young people with a truly loving home environment.
- 4.19 Kylemore was reported as being a model of sector leading planning. This occurs as a result of the family orientated approach to care and support and the aspirational determination of everyone who connects with the young people. The inspection saw young people blossoming and setting plans for their future that set a new standard for care homes for children and young people in Scotland.
- 4.20 Significant planning went into the transition for all young people, which led to excellent outcomes. Continuing care has been embedded in the ethos of the service for several years, to the extent that young people only leave into the best possible environments where they will continue to thrive.
- 4.21 The inspection was impressed with the joint working with other agencies. Experienced staff were able to lead on therapeutic meetings and guide planning. The manager understood the importance of strong partnerships and therefore partners wanted to work alongside the service enabling ground breaking joint work

at an operational level, an example being CAMHS linking in with team meeting to formulate trauma informed responses to young people's need.

- 4.22 The service is focused on continuing to develop and will take forward the suggestion by the Care Inspectorate about enhancing training for staff in relation to attachment focused models of care to strengthen current approaches to caring for young people. Since the inspection, all of the residential managers have completed three days training on trauma, attachment and therapeutic interventions and over 2020 this will be rolled out to all residential staff.

## 5.0 IMPLICATIONS

### FINANCE

- 5.1 None

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs / (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From	Other Comments
N/A					

### LEGAL

- 5.2 There are no specific legal implications arising from this report

### HUMAN RESOURCES

- 5.3 There are no specific human resources implications arising from this report.

### EQUALITIES

- 5.4 Has an Equality Impact Assessment been carried out?

YES	
X	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

- 5.5 How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	None
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	None

People with protected characteristics feel safe within their communities.	None
People with protected characteristics feel included in the planning and developing of services.	None
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	None
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	None

## CLINICAL OR CARE GOVERNANCE IMPLICATIONS

5.6 There are no clinical or care governance implications arising from this report.

## 5.7 NATIONAL WELLBEING OUTCOMES

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	None
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	None
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Inspection of services ensures that health and social care standards are upheld and maintained
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	As above
Health and social care services contribute to reducing health inequalities.	None
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	None
People using health and social care services are safe from harm.	As above
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Staff are fully engaged in the inspection process and continuous improvement of service provided.
Resources are used effectively in the provision of health and social care services.	As above

## 6.0 DIRECTIONS

6.1

<b>Direction Required to Council, Health Board or Both</b>	Direction to:	
	1. No Direction Required	x
	2. Inverclyde Council	
	3. NHS Greater Glasgow & Clyde (GG&C)	
	4. Inverclyde Council and NHS GG&C	

## 7.0 CONSULTATION

7.1 None.

## 8.0 BACKGROUND PAPERS

8.1 Inspection Reports

# The View

## Care Home Service

Cardross Crescent  
Greenock  
PA15 3HT

Telephone: 01475 715809

**Type of inspection:**

Unannounced

**Completed on:**

28 October 2019

**Service provided by:**

Inverclyde Council

**Service provider number:**

SP2003000212

**Service no:**

CS2003001105



## About the service

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at [www.careinspectorate.com](http://www.careinspectorate.com)

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

The View is a purpose-built residential children's house located in a residential area of Greenock. It is registered to provide care and accommodation for up to seven children and young people who are looked after and accommodated by Inverclyde HSCP. During our inspection, seven young people were living in the service.

A bespoke design, the house offers space and comfort to the young people who live within it. The layout has been well considered and the young people have had significant input into its decoration. The house consists of a large kitchen/diner, a dining room, a large lounge, a games room, two bathrooms and a sunroom with bi-fold doors that open onto decking.

There are seven bedrooms, six of which have en-suite facilities. The staff have access to a small office. The grounds surrounding the house offer lots of space for outdoor games and relaxation.

The aims of the service include: "We aim to provide an environment for young people which actively promotes positive growth and change within a caring and structured residential setting, with caring and motivated staff".

## What people told us

"Sometimes it's good but sometimes its noisy. But I like living here. I go to school and go to my groups. The staff take me out to do things I like."

"Don't like it when loads of new workers come in. It was difficult when the manager left."

"They really look after us. XX is really sound. I like living here and want to be here until I am 21."

"We are kept up to date with how XX is doing. Staff will call to let us know when something good has happened, not just with problems. We feel included in XX's life and included in decision making."

"The best thing about it is it's homely and I find that hard to say because I want XX home. They have helped our relationship so much."

We met five of the young people living in The View and spent time talking with three of them. The young people had lots of opportunities to express their views throughout the year. Some of them were actively involved in the Champions Board and some were building relationships with Who Cares? Scotland.

The young people we spoke with this told us that the staff cared for them and that it was a good place to live. It was apparent that each young person had a very close relationship with at least one staff member. They told us that over the last year the arrival of some new staff had been difficult given the staff group had been so consistent for a long time.

**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 wellbeing?	5 - Very Good
How good is our leadership?	not assessed
How good is our staffing?	not assessed
How good is our setting?	not assessed
How well is our care and support planned?	5 - Very Good

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 wellbeing?**

**5 - Very Good**

During our inspection, we looked closely at the care and support the young people received. We found lots of evidence to conclude that there were significant strengths with only minor areas for improvement.

We were completely assured that over time all the young people living in The View developed meaningful and secure relationships with those caring for them. We observed the young people having fun with the staff and they received lots of empathy, compassion and love daily. Regardless of how long young people had lived in The View, they received the same consistent care and support.

We spoke with several professionals who work alongside the service and consistently heard that they were very impressed by the support young people received. We heard that advocacy was massively important to the staff and that the views of young people were paramount to any decisions that were made. This was evidenced in young people attending and making a major contribution at meetings held about them. The staff and manager were quick to work alongside Who Cares? Scotland and the children's rights officer when obstacles emerged that they couldn't resolve.

We found that positive mental health was a priority for the young people living in The View. We spoke with the local Children and Adolescent Mental Health Service (CAMHS) who were of the belief that the core staff team had a sound understanding of the impact of trauma and that they worked openly and creatively to find ways they could help young people. Most importantly CAMHS worked jointly with the staff. They told us that the environment was very homely which enabled young people to settle and make progress.

Young people and their families all agreed that the environment was 'homely', and we heard this word repeated regularly throughout our inspection. We were helped to understand that this meant everyone who spent time in The View was warmly and compassionately welcomed. Furthermore, the young people were encouraged to stay and allow it to become home.

When the young people suffered adversity, this was scaffolded, and placement breakdown didn't occur. Instead, young people who moved on from The View were either supported to do this at the right time or with lots of support. For one young person, an 'appreciation day' had been held to celebrate their character and to think about and find the best home possible for them. Over the course of our inspection, we witnessed a wonderful transition that was carried out with warmth, care and the young person's needs central to it all.

Whilst there were major strengths, we did find some minor areas for improvement. Over the last year, a new manager had been appointed and this transition had taken some months to get right. The young people had found the movement of staff difficult as a result of the secure relationships that existed. During the transition of the manager the service had stopped notifying us when incidents occurred. We also found that the service's approach to medication required minor tightening and we have guided them accordingly.

The young people told us that they wanted to have access to WiFi and felt that this was something all young people in Scotland could now access at home. Proactively, Inverclyde Health and Social Care Partnership had already taken steps to put this in place. We spent time with the children's rights officer who told us about the plans afoot to introduce WiFi in a way that protected their young people.

## How good is our leadership?

This key question was not assessed.

## How good is our staff team?

This key question was not assessed.

## How good is our setting?

This key question was not assessed.

## How well is our care and support planned?

**5 - Very Good**

During our inspection, we looked at how assessment and care planning reflected children and young people's needs and wishes. We found major strengths in this area with only minor improvement required.

We found that children and young people led positive, healthy, enjoyable and meaningful lives. This was underpinned by robust assessment of need and risk. They benefitted from a dynamic and aspirational approach which consistently informed all aspects of care and support. The service actively sought and enabled multi-agency involvement in the planning process.

More importantly, we found that the staff and managers were comfortable leading the care plan for young people and ensuring that the right decisions were made. We spoke with social workers who supported the proactive and passionate approach of The View to work alongside them to improve outcomes.

The young people were all treated as individuals and person-centred thinking was very apparent. Young people had opportunities to undertake activities in groups but also on a one-to-one basis with staff. We heard and saw that this one-to-one time was hugely important to the young people.

Team meetings were utilised to consider planning and we found that the staff were working in a consistent way. This ensured that the young people received a clear approach from everyone, and this clarity helped calm any disputes.

One of the major strengths of the consistent approach was the comfort staff had around physical interaction. The tactility between staff and young people appeared natural and trusting. As well as this, we saw staff finding creative ways to ensure the young people received closeness and comfort. An example of this was making tea for each other and young people taking pride in knowing how different staff liked their tea. This was reciprocated by staff who valued the small details of young people's needs and understood the importance of making them feel special and important.

It was clear to us that young people were fully involved in setting their aims and goals however, it was not clearly written down and we have asked the service to improve their care planning structure. We have guided the manager and staff to look at examples of best practice to help them on this journey.

We have also asked the service to consider how they record information about young people. We did not find that daily records reflected the compassionate way the staff went about their work. Writing in a compassionate way will require consultation with the young people to understand how they want information about them to be recorded. We will review this closely at next year's inspection.

## 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 wellbeing?	5 - Very Good
1.1 Children and young people experience compassion, dignity and respect	5 - Very Good
1.2 Children and young people get the most out of life	5 - Very Good
1.3 Children and young people's health benefits from their care and support they experience	5 - Very Good
How well is our care and support planned?	5 - Very Good
5.1 Assessment and care planning reflects children and young people's needs and wishes	5 - Very Good

## To find out more

This inspection report is published by the Care Inspectorate. You can download this report and others from our website.

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and help services to improve. We also investigate complaints about care services and can take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

You can also read more about our work online at [www.careinspectorate.com](http://www.careinspectorate.com)

## Contact us

Care Inspectorate  
Compass House  
11 Riverside Drive  
Dundee  
DD1 4NY

[enquiries@careinspectorate.com](mailto:enquiries@careinspectorate.com)

0345 600 9527

Find us on Facebook

Twitter: @careinspect

## Other languages and formats

This report is available in other languages and formats on request.

Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iartras.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

# Kylemore Care Home Service

13 Kylemore Terrace  
Greenock  
PA16 0RY

Telephone: 01475 715789

**Type of inspection:**

Unannounced

**Completed on:**

1 November 2019

**Service provided by:**

Inverclyde Council

**Service provider number:**

SP2003000212

**Service no:**

CS2003001106



## About the service

The Care Inspectorate regulates care services in Scotland. Information about all care services can be found on our website at [www.careinspectorate.com](http://www.careinspectorate.com)

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

Kylemore is a purpose-built residential children's house. It is in a residential area of Greenock. Under its current registration, the service provides care and accommodation for up to seven children and young people who are looked after and accommodated by the health and social care partnership.

A bespoke design, Kylemore offers quality accommodation, with two large lounges, kitchen, dining room and sunroom. All of the bedrooms within the service have either an en-suite or access to their own bathroom. Outdoor space is laid mainly to lawn, with an area of decking. The garden is enclosed and offers ample space for outdoor play and relaxation.

The aims and objectives include: "to provide a person-centred approach which will incorporate a holistic assessment of need for each individual young person, taking account of their own life experiences. In doing so, individual care plans will be tailored to meet these effectively within an environment that promotes safe caring".

## What people told us

"Nothing has changed. It's still a really good place to live. I'm never here because I am out working. Now I have a great flat to move into and I can say that staff advocated to get me the right flat."

"I've known people here for ages, it's my home. I have no plans to move and I'll stay until I'm ready. I'll go to college and I'll save my money. I know where my folder is, and I have read through it. Everything I want, staff help me make happen."

"When I am not in my own flat, I can get my amazon deliveries sent to Kylemore and I pop round and collect them later."

"I owe a lot to Kylemore for guiding and supporting me. They went above and beyond to help me."

"It's my care plan. She asked for five minutes. It was exactly what I said and in my words completely. But I speak to XX every day and it was like having a normal conversation with her. I agree with my plan and I work towards my aims."

We spent time with all the young people who live in Kylemore and spoke with six of them. They told us that Kylemore was a wonderful environment for them to live in. They valued the time staff took to listen and understand their needs. They also really loved the one-to-one attention they each received from staff.

The young people told us that at times they found it difficult to get on with everyone. However, they appreciated celebrating annual events and birthdays together. We also heard that they enjoyed fantastic holidays away with each other.



We visited two young people's flats. One that was just being made ready for transition and one that a young person had purchased. They told us that the staff were doing everything they could to support them. What mattered most to them was the ongoing support once they had left Kylemore.

## 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 wellbeing?	6 - Excellent
How good is our leadership?	not assessed
How good is our staffing?	not assessed
How good is our setting?	not assessed
How well is our care and support planned?	6 - Excellent

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 wellbeing?

**6 - Excellent**

The young people who live in Kylemore thrive as a result of the unique approach to care and support. It is commonplace for the outcomes of young people to set a new standard for care homes for children and young people in Scotland. During this inspection, we found the service to be working at a sector leading level.

We found the young people living in an immensely welcoming, warm and very compassionate environment. The dedication and care of the manager and staff was astonishing. Nothing was too much trouble and planning was exemplary. As a result of this, all of the young people felt hugely valued and respected. The relationships between the young people and those caring for them were compassionate, fun-filled and emotionally attuned to a very high level. There was a calmness which allowed young people to exist in a relaxed space and led to excellent therapeutic outcomes on a consistent and ongoing basis.

We spoke with several professional groups who work alongside Kylemore. We were told by a local head teacher that they found the calmness within the house created a life changing environment for young people. Professionals consistently found the young people to have made immense progress when they moved into Kylemore. We heard that new, innovative ways of working together were under constant development and when an issue occurred for a young person this was often resolved in the same day.

The young people looked forward to their holidays because these took place in amazing locations and in beautiful spaces. The staff worked very hard to find experiences for the young people that created life lasting new memories and this was celebrated. When we unpicked the impact of this, we found that the young people

thrived on spending more time with the staff they loved. Similarly, the staff and manager reciprocated this feeling and loved spending more time with the young people. They also fully understood the importance of working outwith a normal shift pattern and that this created space for building even closer and therapeutically informed relationships. Throughout the year, the focus on positive experiences was maintained. The energy and dedication of those working in Kylemore was first-rate.

The service continued to build on partnerships with adults who were positive role models to the young people. The local police officer had an incredibly positive relationship with everyone in Kylemore. With one young person who they were worried about, guidance and advice had involved working jointly with the police. This created feelings of trust and responsibility for the young person. Formal discussions were followed up with huge amounts of care and appropriate tactility. Another young person had gone running with the police officer to help them train for a marathon. Both recounted to us their fondness of the adventures during that time out.

The adults and the young people thrived on their contact with each other. The relationships internally and externally were of a large family who sought to help one another. We found such heartening examples of individualised care. There had been changes to the house in the last year; however, any transitions onward were of the highest standard with young people finding the absolute right flat for them at the right time with no rushed exit. The flats were decorated by the staff to the highest standard. Once young people had left, they returned often and with ease, in a natural and family like way; The focus being on support always being available. For the new young people who had moved into Kylemore, staff impressively adjusted their style and approach to meet their needs in wayS that made them feel incredibly valued, cared for, celebrated and claimed.

The Kylemore dog continued to be a source of tremendous support. The dog went on holiday with the young people and provided comfort when young people were upset. We observed staff relentlessly finding the individual things that mattered to young people. For example, one young person loved football and staff who didn't like football spent hours in the garden role playing football matches and using creative play to embed positive experiences.

We found the universal staff focus was solely on what young people needed and would benefit from instead of what the staff were willing or comfortable doing. We heard this from Who Cares? Scotland, children's rights, schools, parents and the young people. People told us that they loved the atmosphere and how the young people interacted and supported one another.

The service is incredibly well managed. Everyone knew their job and the ethos of Kylemore had been formed over many years, with a focus on providing young people with a truly loving home environment. This was being achieved because of everyone working together with the sole purpose of maximising outcomes for young people.

## How good is our leadership?

This key question was not assessed.

## How good is our staff team?

This key question was not assessed.

**How good is our setting?**

This key question was not assessed.

**How well is our care and support planned?****6 - Excellent**

Kylemore is a model of sector leading planning. Strategically, this occurs as a result of the family orientated approach to care and support and the aspirational determination of everyone who connects with the young people. Unconditional positive regard is at the heart of interactions and planning is always strengths based. We continued to see young people blossoming and setting plans for their future that set a new standard for care homes for children and young people in Scotland.

The young people wanted to talk to us about their care plans and show us the work they had done. They were a model of young people centred planning. Included in the records the service held about young people were memories and the young people delighted in revisiting their experiences.

For one young person who was new to the service, there was such care taken to ensure his needs, views and wishes had been fully gathered. The staff knew exactly how to help him. This was reflected in the support all the young people received. The care plans were tailored completely to the young people's age, views and wishes. The young people were engaged in their goals and this was evident in the things they were trying to achieve. Two young people had learned to drive and then purchased their first cars and were setting further goals for the future.

Significant planning went into the transition for all young people, which led to excellent outcomes. Continuing care has been embedded in the ethos of the service for several years now, to the extent that young people only leave into the best possible environments where they will continue to thrive and progress.

For one young person, significant consideration had been given to them living in Kylemore. To ensure it was the correct environment, an appreciation day had been held that involved the young person and the people they had significant relationships with. Positive messages had been gathered from classmates, professionals and family to celebrate the best aspects of the young person's character. Using the positive information gathered, a multi-agency plan had been developed to ensure they were getting the right support. We considered this approach to planning and matching for young people to be a model of best practice.

We were hugely impressed with the joint work the service undertook with partner agencies. The experienced staff were able to lead on therapeutic meetings and guide thinking and planning. Furthermore, the Children and Adolescent Mental Health Service (CAMHS) linked with the staff at team meetings to help formulate and find creative ways of responding to trauma. The manager understood the importance of strong partnerships. We found partners therefore wanted to work alongside Kylemore and this conscious service led strategy enabled ground-breaking joint working at an operational level.

The manager and staff at Kylemore are focused on continuing to develop and, as such, we have guided them to develop much more positive behaviour support plans. We have also suggested exploring enhanced training for all residential staff in relation to attachment focused models of care to further strengthen their approach.

## 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 wellbeing?	6 - Excellent
1.1 Children and young people experience compassion, dignity and respect	6 - Excellent
1.2 Children and young people get the most out of life	6 - Excellent
1.3 Children and young people's health benefits from their care and support they experience	6 - Excellent
How well is our care and support planned?	6 - Excellent
5.1 Assessment and care planning reflects children and young people's needs and wishes	6 - Excellent

## To find out more

This inspection report is published by the Care Inspectorate. You can download this report and others from our website.

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and help services to improve. We also investigate complaints about care services and can take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

You can also read more about our work online at [www.careinspectorate.com](http://www.careinspectorate.com)

## Contact us

Care Inspectorate  
Compass House  
11 Riverside Drive  
Dundee  
DD1 4NY

[enquiries@careinspectorate.com](mailto:enquiries@careinspectorate.com)

0345 600 9527

Find us on Facebook

Twitter: @careinspect

## Other languages and formats

This report is available in other languages and formats on request.

Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iartras.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.