
Report To:	Health & Social Care Committee	Date:	1st September 2015
Report By:	Brian Moore Chief Officer Inverclyde Health and Social Care Partnership (HSCP)	Report No:	SW/14/2015/SM
Contact Officer:	Sharon McAlees Head of Service Children Families & Criminal Justice	Contact No:	01475 715282
Subject:	Inspection of Kylemore Care Home Service Children and Young People		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Health and Social Care Committee of the outcome of the unannounced inspection of Kylemore Residential Children's Unit completed by the Care Inspectorate on 15th May 2015.

2.0 SUMMARY

- 2.1 Inverclyde Residential Childcare Services are subject to annual inspections by the Care Inspectorate. The Care Inspectorate is an independent scrutiny and improvement body who regulate care services across Scotland ensuring that service users receive a high level of care and support.
- 2.2 In conducting the inspection of Kylemore, the Care Inspectorate gathered a range of evidence provided by each of the establishments including policies, procedures and other documents along with conversations with a range of staff and young people.
- 2.3 A full public report of the inspection and grades is published on the Care Inspectorate website
- 2.4 The summary of grades awarded are:-
- | | |
|--------------------------------------|-------------------|
| Quality of Care and Support | grade 5 very good |
| Quality of Environment | grade 5 very good |
| Quality of Staffing | grade 5 very good |
| Quality of Management and Leadership | grade 5 very good |
- 2.5 The Care Inspectorate made no specific recommendations or requirements in respect of any of the quality themes and statements.

3.0 RECOMMENDATIONS

- 3.1 The Health and Social Care Committee is asked to note the outcome of the Inspection report.

**Brian Moore
Chief Officer
Inverclyde HSCP**

4.0 BACKGROUND

- 4.1 Kylemore Residential Children's Unit was the first purpose built residential childcare facility to open in Inverclyde as part of an ambitious re-provision of all three residential child care units. Kylemore replaced Redholm Residential Children's Unit and opened in 2013. Stage two of the re-provision, the replacement of Neil St Children's Unit, has commenced. Following consultation with community members a planning application was submitted on 2nd July 2015 to build a six bedded house in Cardross Crescent at the site of the former Kings Glen Primary School. The estimated completion date for the build is September 2016. Thereafter, the plan is to decant Crosshill Children's Unit to Neil St to allow Crosshill to be demolished and replaced with a purpose built six bedded house the same specification as Kylemore. with a target completion date November 2017
- 4.2 An unannounced inspection of Kylemore Children's Unit by the Care Inspectorate took place in May 2015
During the inspection process evidence was gathered from a range of sources including policies, procedures and other documents. The inspector consulted directly with young people, parents, managers, staff and the Children's Rights Officer.
- 4.3 The service was graded with how it performed against the four following quality themes and statements.
- 4.4 **Quality of Care and Support - awarded 5 Very Good.**

Kylemore promoted an ethos of respect and value on the views and participation of young people and their families. A major development was the work of staff and young people with the support of the Children's Rights Officer in gaining UNICEF Rights Respecting Unit status. This achievement is a first in Scotland and was recognised at the annual CELCIS Conference where the service received a highly commended award.

The service was noted to have a strong commitment to offering all young people a range of choices aimed at opportunities for growth and development. Opportunities within education also allowed young people to choose courses and achieve success in their learning.

The service worked in partnership with other agencies to maximise safety and wellbeing and tried to be creative in approaches which prevent young people from engaging in serious risk taking behaviour.

4.5 Quality of Environment – awarded 5 Very Good

The physical environment of Kylemore was considered to be of a very high standard and young people were encouraged to incorporate their ideas into the décor. The inspector saw evidence of how the environment had been adapted to accommodate a young person's pet, enabling the young person to develop a sense of responsibility.

There was clear evidence of care planning and risk assessment based on wellbeing indicators and the service being proactive in promoting young people's understanding of risk. The recent appointment of a designated police liaison officer who links directly with young people had improved communication and information sharing allowing collaborative work to help reduce risk behaviour of some young people. Young people confirmed that they felt safe and protected.

4.6 Quality of Staffing - awarded 5 Very Good

The service had clear expectations about how young people could influence the quality of staffing. The development of the Moving 4ward forum allowed young people to express their views about how they felt their support could be improved. Young people are involved in recruitment of staff and were part of the performance reviews of sessional staff.

The inspection reviewed staffing arrangements and found managers and staff responded flexibly to meet the needs of young people. Where an increase of staff was required, there was a clear commitment to providing support and in some instances this practice had enabled young people to make positive choices.

The inspection looked at staff supervision, training and opportunities for leadership. It was noted that the management team had embedded a culture of learning within the team focused on continuous improvement. In addition to formal training some staff had adopted leadership roles and these had resulted in improved outcomes for young people.

4.7 Quality of Management and Leadership awarded 5 Very Good

As a local authority committed to full participation senior managers were visible and accessible to young people and their families. The level of awareness of the young people's needs helped demonstrate that young people's plans remained at the forefront of the Local Authority's practice. It was noted that a range of quality assurance measures were in place which have resulted in an ambitious service improvement plan with clear identification of agreed outcomes. The systematic approach to ensuring the quality of provision ensures that young people and their families receive very good support from a competent and committed staff team.

4.8 The Care Inspectorate issued no recommendations or requirements as a result of this inspection.

5.0 IMPLICATIONS

FINANCE

5.1 Financial Implications: None

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments

LEGAL

5.2 There are/are no legal issues within this report.

HUMAN RESOURCES

5.3 There are no human resources issues within this report.

EQUALITIES

5.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

X

YES (see attached appendix)

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.

REPOPULATION

5.5 There are no repopulation issues within this report.

6.0 CONSULTATION

6.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP). A full copy of Inspection Report is attached.

7.0 BACKGROUND PAPERS

7.1 None.

Care service inspection report

Full inspection

Kylemore Care Home Service

13 Kylemore Terrace
Greenock



HAPPY TO TRANSLATE

Service provided by: Inverclyde Council

Service provider number: SP2003000212

Care service number: CS2003001106

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and 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.

Contact Us

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

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

The service provides very good care and support for young people and a strong commitment to participation is evidenced throughout this report.

What the service could do better

The service should continue to embed the very good practices found during this inspection process.

What the service has done since the last inspection

The service has continued to promote the involvement of young people in all aspects of their care and support.

The service has been instrumental in the development towards becoming a Rights Respecting Unit. Strong links with the Children's Rights officer had resulted in the creation of formal assessment criteria towards achieving this status.

Managers had continued to review and implement improved practices in relation to supervision procedures and outcome focused care plans.

Conclusion

Kylemore supported young people to achieve positive outcomes in line with agreed plans and worked collaboratively with other agencies to minimise risk behaviours of some young people.

1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at www.careinspectorate.com

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

Kylemore is a newly built residential house in the town of Greenock. It replaced an existing house "Redholm" and is managed by Inverclyde Council. The new building is of bespoke design, offering young people individual bedrooms with en suites, spacious and well designed communal areas and a large garden with an impressive decking area.

The function of the house is 'to provide a person centred approach which will incorporate a holistic assessment of needs for each individual young person taking into account their own life experiences. In doing so, individual care plans will be tailored to meet these needs effectively within an environment that promotes safe caring.'

Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of care and support - Grade 5 - Very Good

Quality of environment - Grade 5 - Very Good

Quality of staffing - Grade 5 - Very Good

Quality of management and leadership - Grade 5 - Very Good

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0345 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection

During this inspection process, we gathered evidence from a range of sources including relevant sections of policies, procedures and other documents. These included:

- Certificates of registration and insurances
- Care plans
- Risk assessments
- Individual management plans (IMPs)
- Rights respecting unit assessment framework
- Development plan
- Staff supervision notes
- Training records
- Moving 4ward forum minutes
- Service questionnaires
- Young people's questions for staff recruitment
- Risk assessments for activities
- Training materials
- Supervision policy and guidance
- Induction training programme
- Photographic evidence of activities
- Come Dine with Me menus
- Team meeting and manager meeting minutes
- Young people's eco plans.

We spoke with:

- Two young people
- One parent

- The manager and deputy manager
- Six staff members
- The cook
- The external manager
- The Children's Rights officer.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firescotland.gov.uk

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a self assessment from the provider and used this to inform this inspection process.

Taking the views of people using the care service into account

We met with two young people whose views are conveyed within the body of this report.

Taking carers' views into account

We spoke with one parent whose comments included:

"I have good relationships with people here"

"People don't judge me. There's nae badness"

"I'm really happy with here for XX. I think XX has really good relationships with other young people"

"I trust the staff to be careful with XX. They know his moods and can give him what he needs"

"XX is brilliant. If I have any concerns I know I can speak to her"

"I think XX has done really well here. Much more grown up and more confident"

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

“We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.”

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at the range of participation methods used to involve young people and their families in assessing the quality of care and support.

The service continued to view the participation of young people as central to every day practices. As part of the wider Inverclyde Council participation strategy, the Kylemore service strategy promoted an ethos of respect and value placed upon the views of young people and their families. Young people were actively involved in discussion which took account of their views and this ensured that the service operated from person centred values and principles. Examples of young people giving their opinions were found within individual plans, service questionnaires, natural opportunities for discussion and Moving 4ward, a forum where young people across Inverclyde's residential services were consulted on a range of matters relating to policy and practice.

Young people's plans had developed since the last inspection. These were now more outcome focused and contained clearer evidence of young people's comments, which helped to determine future objectives. We saw that young

people provided 'guidance' to staff, in relation to how they preferred to be supported. One young person commented, "I talk if something is annoying me but sometimes I can't be bothered. Staff do listen to me. I like to talk without being asked". Similarly, the service tried to encourage young people to express how they felt about their support. Young people said, "I like to have my own personal space and do not like it when staff go into my room. I feel I'm ready to move on at the moment". By listening to young people's views, the service developed a clearer understanding of how to help young people to feel supported and accept help and to make positive transitions.

Service questionnaires were produced in a child friendly format and were based on the SHANARRI well-being indicators. We saw that young people were asked about their quality of care and support and noted that all young people had responded positively about living at Kylemore. By exploring how young people felt about their placement and gathering their views about how the service could improve for them, we saw that the service had responded to young people's suggestions about new bedding for their bedrooms, furnishings for the sun room and additions to the garden. The service had planned for items to be purchased with young people and this helped young people to feel valued for their contribution.

We sat in on an 'informal' meeting with young people and staff and observed natural conversation taking place at dinner time about preferred activities for the holidays. Those involved explored possibilities and young people contributed in ways most suited to them as individuals. We considered interactions between young people and staff as being relaxed and positive, with mature attitudes from young people, which helped to guide the discussion. Although no concrete decisions were made, young people were asked to think about possible opportunities for relaxation and recreation. Evidence from other meetings showed that young people had offered suggestions for holidays and this had resulted in a trip to Turkey, while more local events included skiing and visiting the circus.

We saw that the Moving 4ward forum, attended by young people and staff from Kylemore, provided consistent opportunities for young people to influence wider decisions within Inverclyde Council. Staff recruitment involvement and the installation of WiFi in residential units, formed part of the agenda and

discussion. We saw that young people advocated strongly on behalf of themselves and other young people, when requesting WiFi. One young person stated that it was almost like a "life line" to young people as it meant being in touch with family and friends. Another key discussion focused on whether young people wished their residential houses to be called, houses or units. Following a period of consultation, with all young people across Inverclyde's residential houses, young people agreed that the term "unit", most suited what they felt these should be called. It was acknowledged by all involved, that this was a decision reached by young people.

A significant development over the past year involved the continued focus on gaining the Rights Respecting Unit status. The service had been instrumental in taking this forward alongside the Children's Rights officer and we saw that very good progress, had resulted in the development of assessment criteria, which had been approved by the Director of UNICEF. Further to this, recognition of the proposal to create a rights respecting residential award, had been recognised by CELCIS as being 'Highly Commended' in the Reaching Higher award category at this year's SIRCC awards. Two young people would be attending a ceremony in recognition of this achievement. We spoke with the Children's Rights officer involved with this initiative, who told us, "Young people in Kylemore have been fantastic. They gave lots of ideas about how they wanted to plan events and raise money for charities. That had never happened before. We did training for young people on children's rights and from this young people decided on the design of a family tree and took the decision that they no longer wanted to have formal young people's meetings. Young people are part of the ethos of the place". In our discussion with the Children's Rights officer, they confirmed that young people at Kylemore were encouraged to be aware of and, where necessary, be empowered to invoke their rights by a management and staff team who were strongly committed to "working together" with young people. Additional comments including, "I see much more mutual respect between young people and staff at Kylemore. Young people's rights are unconditional", further demonstrated that young people's views were central to every day practices.

In February of this year, the young people and staff held a coffee morning within the service. They decided to invite their neighbours in order to get to know them better and to re-assess their views and perceptions of the service,

now that the 'settling in' period had passed. Young people sat in the company of neighbours, many of whom were long-term residents in the area and who shared their experiences of living in the area. Neighbours chatted to young people about bringing up their own children and young people living at Kylemore spoke about their experiences. Young people commented how they felt "welcomed and everyone was always really friendly, saying hello when I pass by". This relaxed event, meant that young people could develop relationships with their neighbours and feel part of the local community.

Comments from some of the neighbours included, "The unit has done very well and I wouldn't change a thing. Everyone is so friendly" and "We have been pleased by the warmth and friendliness of both staff and residents since day one. We feel that we are part of the street family and nice touches like Christmas cards and invites for tea". These comments helped to show that young people were valued by their neighbours and were seen as part of the community.

Areas for improvement

The service should continue to promote practices which incorporate the values and principles of the Rights Respecting Unit framework and should maintain its commitment to gathering and evaluating the views of young people and their parents/carers. Through strong approaches, implemented consistently by the staff team, young people and their families will feel enabled influence decisions affecting the young person's care and support.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 2

“We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.”

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at how young people were supported to make choices which led to better outcomes, to assess this statement.

We saw that many young people were actively engaged in their care plans and that plans promoted the opportunity to make positive choices and achieve positive outcomes. Strong examples included young people achieving and sustaining work placements and, as a result, had developed an improved ability to travel independently. This meant that for those young people, they had built self-confidence and improved connections within their community. For others, making the choice to be actively involved in the Moving 4ward forum, had improved their ability to express their views and contribute to decisions affecting themselves and other young people, while other young people had chosen to fully participate in cooking and preparing meals for others through Come Dine with Me events. We saw that through good attention to detail, young people were able to learn about the traditions and foods of other countries and this had encouraged young people to suggest new recipes for the unit.

The strong commitment within the service to offering young people a range of choices, aimed at providing opportunities for growth and development, was also evidenced through collective decisions about group holidays and we saw that for some young people, they had gained in confidence and had improved their relationships with others, while enjoying the experience of visiting other countries. Similarly, more local events, such as learning to ski, had been arranged further to one young person asking for this activity to be made available. This had now become a sport that the young person wished to continue to take part in and the service had arranged for lessons to improve their skill and confidence.

Opportunities within education had also allowed young people to choose courses and achieve success in their learning. For some young people, an adapted timetable had helped to structure their school day and through positive engagement, become the only young person in school to achieve a Gold Award in a particular ASDAN module. Others showed that by participating in sexual health programmes, devised by those working in the service, they had improved their awareness of healthy choices.

For others, the service continued to work in partnership with other agencies and Council departments to maximise young people's safety and well-being. Where young people were experiencing significant pressures in their local communities, the service tried to be creative about approaches which would prevent some young people from engaging in serious risk behaviours and where significant health issues had been experienced by young people, extensive support had been offered to ensure that the young person understood the need to ensure a healthy diet and take the appropriate medications, in order to maintain good health. In supporting one young person, who said, "I am aware of how important it is for me to take all my medication every day. I am self-administering my medication and aware I need to do this for my future", staff provided help to attend appointments and make phone calls to arrange for medication prescriptions. This meant that where young people either asked directly for help or where it was identified that interventions and support would assist, young people were encouraged to make safe and healthy choices.

Areas for improvement

The service should continue to ensure consistent approaches to supporting young people to make choices regarding their lives. As a unit committed to an ethos of involvement, the service should ensure that all paperwork relating to young people, provides clear evidence of 'working together' with young people, to achieve positive outcomes. This practice will help to embed outcome focused recordings, which young people contribute to and can reflect upon, in order to measure their progress.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

Statement 1

"We ensure that service users and carers participate in assessing and improving the quality of the environment within the service."

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at ways in which young people influenced the quality of their environment, to assess this statement.

The physical environment within Kylemore is of a very high standard. However, we saw that young people had personalised their bedrooms, with soft furnishings and items of their choice. In addition, some other areas throughout the unit had also been improved further to ideas from the young people. A 'family' tree, decorated the hallway and young people had been involved in sourcing and choosing this particular piece of artwork and had paid keen attention to the use of particular words, which they felt best represented their view of living at the service. We also noted that young people chose the pictures which were displayed around the unit and had suggested changes to the usage of some areas, including one of the lounges that they wanted to become a games room and the sun lounge, that they felt should become a 'chill out' area. We found that young people's comments about living at Kylemore were very positive and all expressed that they felt their views were taken into account when making changes to the environment.

Kylemore's commitment to allowing young people to personalise their space and to make choices which enhanced their quality of life, was to support young people who were keen to keep pets within their rooms. We had the pleasure of being shown how one young person looks after their pet and how this had helped them to develop a sense of responsibility toward the safety and well-

being of their pet. We saw that great consideration had been given to how the environment could be adapted to accommodate a pet and this was further evidence of how young people could influence the environment to suit theirs and their pets needs.

Areas for improvement

We found that young people living at Kylemore were very involved in suggesting ideas which would enhance the physical environment. We suggest that the service continues to explore with young people, how improvements could be made to the unit. This practice will ensure that young people continue to feel valued and respected for their contribution.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 2

“We make sure that the environment is safe and service users are protected.”

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at care plans, risk assessments, questionnaires, staff rotas, links with other agencies and safety and security of the physical environment to assess this statement.

The service is accessed via a secure entry system. Visitors were asked to sign in and show identification to state the purpose of their visit. Kylemore provided a very high standard of accommodation for young people and safety was a priority. A sprinkler system reduced the risk of fire and adaptations to window catches offered additional security. Safety treads on decking and accessible toilets provided.

Young people's plans, based on SHANARRI well-being indicators, included information about how young people's safety was being promoted. We saw that where young people presented a risk to themselves and others, the service was proactive in promoting an increased understanding of the potential risks associated with fire. By providing 'training' to some young people about the dangers of matches and by involving local fire services in this process, those young people were supported to keep themselves safe, while considering the safety of others. Where other young people were at significant risk in their local communities, the service worked creatively to find solutions which were aimed at minimising the risk associated with alcohol and drug misuse. By attempting to engage those young people in meditation and relaxation techniques and by making the environment as low arousal as possible, those young people were encouraged to remain in the unit and refrain from absconding. These interventions were met with some success and were in direct response to those young people asking for help to reduce their behavioural patterns.

To further support the safety of young people, the implementation of individual risk assessments, which used the 'traffic light' system to highlight the level of risk and the more recent appointment of a Police Liaison officer, who linked directly with young people and the service, meant that risk behaviours were more easily identified. Through improved communication and information sharing between all involved, this collaborative work helped to reduce risk behaviours of some young people. We met with this officer, who told us, "I phone the unit every Monday to find out about the young people's weekend. In one case, the unit shared information about a young person and because I'm also the link for the high school, I spoke to the guidance teacher and then met with XX to find out if he had any concerns. I was able to talk to the young person about a period when he was 'missing' and feed this back to the unit and school". In other instances, these joint working practices, and improved relationships between young people and the police, helped to reassure young people, that where decisions had been taken to move them to another placement, in order to reduce significant risk factors, all agencies were involved in ensuring a suitable plan was in place to safeguard this young person.

Staff rotas provided safe and adequate support to ensure young people's safety and well-being within the service. We looked at arrangements for holidays for young people and reviewed the generic and individual risk assessments that were compiled for a recent holiday where young people lived in a wigwam for a few nights. The service had extensively considered the staffing ratios, sleeping arrangements, risk posed by specific behaviours, consent from parents/carers and the necessary checks prior to departure, such as the suitability of the vehicle, resources and emergency information. It was clear that, given the attention to detail and preparations for this holiday, young people's safety was a primary concern and due to the very good practice when assessing the needs of those involved, young people experienced an enjoyable and safe holiday.

In order to be assured of young people's views about their personal safety, the service issued questionnaires to young people and others involved in their care and support. The service used this feedback to identify areas for improvement. We sampled questionnaires and reviewed the responses from young people, to questionnaires issued by the Care Inspectorate. In all instances where young people responded, including four completed Care Inspectorate forms, young

people stated that they felt protected from bullying and abuse. Young people also confirmed that they felt safe.

Areas for improvement

During our discussions with managers and staff, we noted that inconsistent approaches by staff had the potential to undermine the positive steps taken to reduce risk factors for some young people. Managers and staff should ensure that agreed practices are followed at all times, in order to properly safeguard the needs of young people living at the service.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

"We ensure that service users and carers participate in assessing and improving the quality of staffing in the service."

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at the range of ways in which young people could influence the quality of staffing, to assess this statement.

The service had clear expectations about how young people could influence the quality of staffing. The creative development of the Moving 4ward forum, meant that young people could discuss their views about how they felt their support could be improved. We saw that young people were part of the performance reviews for sessional staff and that they had been asked to comment on what should be assessed and put into the performance pack, to determine how staff had settled into their posts. Young people created sample questions and added scenarios relating to child protection and social media and this information was used to conduct this process. This helped to show young people that their views were important and valued.

With a keen commitment to involving young people in the recruitment process for staff, we saw that young people had been involved in devising questions and being part of the interview process, both for new appointments and for promoted posts within the Authority's residential units. We found that young people's views had been taken into account, to the extent, that decisions were made not to employ specific candidates. This showed young people that they played an important part in this process and helped to teach them about responsibility towards others.

We reviewed staffing arrangements during this inspection process and found that managers and staff responded flexibly to meeting the needs of young people. Where an increase in staff was required, there was a clear commitment to providing support to young people who required additional support. In some instances, this practice had helped to reduce instances of absconding and had supported young people to make more positive choices.

Areas for improvement

We noted that as part of the aims and objectives of the Moving 4ward forum, it had been identified that young people would be supported to develop questionnaires, for young people across all residential units. We agreed that this would allow young people the opportunity to ask the questions that they felt were relevant and that these would include questions about the quality of staff support. By encouraging this work to be taken forward, young people will feel that they are in control of the type of information gathered, to inform on improvements.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 3

"We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice."

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at staff supervision, training records, opportunities for leadership roles and spoke with staff and managers, to assess this statement.

Since the last inspection, the management team within the service had worked hard to embed a learning culture within the staff team. We spoke with staff, who told us, "The managers are fantastic. Really open to new ideas and are very passionate about making things better", and "The manager is very forward thinking and supportive. I think we have good relationships in the team and where issues arise, I feel I am able to talk about it". Other staff commented, "The best things about the job is the relationships with young people and seeing them develop. You learn most of your skills from the young people". These positive remarks helped to show that managers and staff working at Kylemore were committed to providing the best experiences for young people in their care. When asked about how well staff supported them, young people commented that they felt staff listened to them and that they were treated fairly.

Improvements to staff supervision, meant that all staff were receiving more regular supervision from managers. The service continued to embed a learning culture within the staff team, which included a focus on learning objectives and outcomes. Through a focus on continuous improvement, staff were supported to enhance their practice, through access to a range of training and reading materials. We saw that examples of materials included information about child sexual exploitation and staff were guided to this material in order to improve their awareness. Staff spoken with as part of this inspection confirmed their awareness of the issues facing some young people.

Training plans showed that staff had accessed a range of on-line events alongside attendance at courses. Examples of training included Promoting Positive Behaviour (PPB), Child Sexual Abuse, Self Harming, Mediation Skills, New Psychoactive Substances and Child Protection. Through a wide range of events, aimed at improving the skills and knowledge of those supporting young people, staff had developed the key skills to offer young people a safe and supportive environment in which they could feel nurtured and respected.

In addition to formal training, we saw that some staff had adopted leadership roles and that these had resulted in improved outcomes for young people. Examples included staff leading on participation and within their night shift remit, this staff member remained keenly aware and involved in developments. Another example showed that interventions used to improve young people's awareness of sexual health had produced positive levels of engagement from those young people and, as a result, an increased knowledge of how to remain healthy.

Areas for improvement

The service should continue to create leadership roles for members of the staff team. It was clear from the evidence provided during this inspection process, that the skills and enthusiasm conveyed by members of the staff team, would further benefit young people, where opportunities arose to lead on developments.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 1

“We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.”

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We considered the range of ways in which young people had access to managers at all levels, and how this informed improvements, to assess this statement.

As a local authority, committed to the full participation of young people living at Kylemore, senior managers were visible and accessible to young people and their families. With a keen focus on corporate parenting and a commitment to ensuring that young people and their families were integral to assessment, planning and interventions about the young person, we noted that visits by external managers take place routinely. This allowed young people the opportunity to meet with managers and express their views and make suggestions for improvement. We found the external manager to be very well-informed about issues facing young people and it was clear from our observations of interactions between young people and the external manager, that this manager knew all young people personally and was fully aware of current developments in young people's lives. This level of awareness and understanding of the evolving needs of young people, helped to show that young people's plans remained at the forefront of the authority's practices and in our discussions with parents it was clear that they felt that they could approach managers, where any issues arose.

The Moving 4ward forum provided another opportunity for young people to influence decisions and advocate on behalf of themselves and others. This monthly meeting, led by the external manager, had resulted in young people planning and implementing events to raise money for charity, to review staff recruitment practices and through links with the Children's Rights Officer, to take forward the rights respecting units framework. Additionally, the involvement of the police liaison officer at the meetings, had encouraged young people to design a poster for the units, highlighting a zero tolerance to violence against staff. These and other key developments meant that young people could feel part of decision-making processes and could see that their contribution had resulted in improvements for themselves and others. A key development within this forum was the involvement of an ex-resident from one of the residential units. This young person provided a mentoring role and as this was still at an early stage, we will review progress at the next inspection.

Areas for improvement

Managers should continue to develop opportunities for young people to influence the quality of management and leadership within the service. The Moving 4ward forum will provide the basis through which all young people are represented by their peers and will enhance outcomes for young people living at the service. The service should continue to ensure representation on this forum.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

Statement 4

“We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide”

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We looked at the range of quality assurance practices which helped to promote positive outcomes for young people and their families, to assess this statement.

Kylemore implemented a range of quality assurance measures, which led to improvements. These included regular supervision for managers and staff, ongoing review of outcomes identified within young people's plans, health and safety checks, medication audits and quarterly evaluation by the external manager. By adopting a systematic approach to ensuring the quality of provision, young people and their families received very good support from a competent and committed staff team.

The service actively used the feedback generated from Care Inspectorate inspections, to help formulate a service improvement plan and similarly, we saw that the service had considered the way in which it completed the self assessment form, required by the Care Inspectorate each year. Based more on direct feedback and outcomes for young people, we recognised that this was a work in progress and we noted the manager's commitment to improving upon this going forward. In responding to inspection feedback, the service had improved the way in which it captured the views of young people, in relation to their care plans. This meant that young people's comments about the quality of their support, was more readily available to all involved and could more easily influence improvements.

Further improvements were noted in the way in which staff supervision was conducted. A revised supervision policy and guidance notes for residential units had been implemented, with a focus on reflective and responsive practice. Through a culture of continuous improvement and learning, all staff in the

service were receiving regular supervision in line with policy. By quality assuring staff practice and promoting leadership roles within the staff team, we saw that outcomes for young people had improved. Examples of staff leading on participation and the development of sexual health programmes for some young people, we found that supervision provided a supportive mechanism, while monitoring the quality of daily practices. This meant that young people could be assured of a quality service from those supporting them on a daily basis.

The development of the service improvement plan had allowed for the identification of clear and agreed outcomes. We saw that an ambitious plan, informed by all stakeholders, had resulted in improvements to staff training plans, which were now directly linked to supervision and a continued commitment to the Moving 4ward agenda. These improvements meant that the ways in which the service supported young people to achieve positive outcomes, was better evidenced.

Areas for improvement

The service should continue to evidence progress through the range of quality assurance measures currently in place and endeavour to embed these in daily practices. By systematically implementing these measures, young people and their families will be assured of a quality of provision.

Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

5 What the service has done to meet any requirements we made at our last inspection

Previous requirements

There are no outstanding requirements.

6 What the service has done to meet any recommendations we made at our last inspection

Previous recommendations

There are no outstanding recommendations.

7 Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

8 Enforcements

We have taken no enforcement action against this care service since the last inspection.

9 Additional Information

None.

10 Inspection and grading history

Date	Type	Gradings	
29 Jul 2014	Unannounced	Care and support	4 - Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
3 Sep 2013	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	6 - Excellent
		Management and Leadership	5 - Very Good
28 Feb 2013	Announced (Short Notice)	Care and support	6 - Excellent
		Environment	6 - Excellent
		Staffing	6 - Excellent
		Management and Leadership	6 - Excellent
31 Aug 2011	Unannounced	Care and support	6 - Excellent
		Environment	6 - Excellent
		Staffing	Not Assessed
		Management and Leadership	Not Assessed
24 Jan 2011	Unannounced	Care and support	6 - Excellent
		Environment	Not Assessed
		Staffing	Not Assessed
		Management and Leadership	Not Assessed
27 Jul 2010	Announced	Care and support	6 - Excellent
		Environment	Not Assessed
		Staffing	Not Assessed
		Management and Leadership	6 - Excellent
19 Mar 2010	Unannounced	Care and support	6 - Excellent
		Environment	Not Assessed
		Staffing	6 - Excellent
		Management and Leadership	Not Assessed

5 Oct 2009	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good
11 Feb 2009	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good
15 Oct 2008	Announced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good 5 - Very Good 5 - Very Good

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