

Inspection report

Kibble Education and Care Centre School Care Accommodation Service

1 Goudie Street
Paisley PA3 2LG

Inspected by: Jackie Calder
(Care Commission Officer)

Type of inspection: Unannounced

Inspection completed on: 24 February 2009

Service Number

CS2003001291

Service name

Kibble Education and Care Centre

Service address1 Goudie Street
Paisley PA3 2LG**Provider Number**

SP2004007042

Provider Name

Kibble Education & Care Centre

Inspected ByJackie Calder
Care Commission Officer**Inspection Type**

Unannounced

Inspection Completed

24 February 2009

Period since last inspection

5months

Local Office Address

Introduction

Kibble Education and Care Centre is a residential school which provides care and education for up to boys aged between 12 and 18 who are experiencing educational, social, emotional and behavioural difficulties.

The school was registered with the Care Commission in April 2002 as a school care accommodation service and is subject to two inspections per year one of which will be unannounced.

The school is situated in extensive grounds on the north side of Paisley. The school has residential units offering a range of intensive and specialised provision. There are two separate flats off campus which support up to six young people to move on from the campus and prepare for independence. There is also Kibbleworks, a social enterprise initiative which assists young people into employment and there is Advocacy works.

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

Quality of Care and Support - 5 - Very Good

Quality of Environment - 5 - Very Good

Quality of Staffing - 4 - Good

Quality of Management and Leadership - 4 - Good

This inspection report and grades represent the Care Commission's 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. Please refer to the care services register on the Care Commission's website (www.carecommission.com) for the most up-to-date grades for this service.

Basis of Report

This unannounced inspection took place over four days on the 18th February 2009 between 9.30 and 5pm, the 19th of February between 9am and 5pm, the 23rd February between 9am and 3.30pm and 24th February between 9.15am and 3pm. This report should be read in conjunction with the one written following the announced inspection on 3rd September 2008.

Before the Inspection

The Annual Return

The service submitted a completed Annual Return as requested by the Care Commission.

The Self-Assessment Form

The service submitted a self-assessment form. This contained information on what the Manager thought they did well, and how he thought some things could be improved. It also included information on how the young people participated in the process.

Views of service users

This will reported on in the section below and the views of young people will be quoted throughout the report.

Regulation Support Assessment

The inspection plan for this service was decided after a Regulation Support Assessment (RSA) was carried out to determine the intensity of inspection necessary. The RSA is an assessment undertaken by the Care Commission Officer (CCO) which considers complaints activity, changes in the provision of the service, nature of notifications made to the Care Commission by the service (such as absence of a manager) and action taken upon requirements. The CCO will also have considered how the service responded to situations and issues as part of the RSA.

This assessment resulted in this service receiving a medium RSA score and so a medium intensity inspection was required. The inspection was based on the relevant Inspection Focus Area and associated National Care Standards and recommendations from previous inspections and complaints or other regulatory activity. This will include a sample/grade of a service user quality statement from each Quality Theme and a sample/grade of IFA's and two additional Quality Statement(s) in each Theme.

During the inspection process

Staff at inspection

The inspection was conducted by two Officers from the Care Commission Jackie Calder and Charlie Buckle.

Staff who participated in the inspection were the Manager (Executive Director), Internal Auditor (Operations), Domestic Services Manager, Operations Managers, Service Managers and members of care staff on early and late shifts. The Officers also spoke with the Who Cares? Scotland worker.

Evidence

Evidence was gathered from a number of other sources, including:

Discussions with over 30 of the young people and observations throughout the inspection days of the interaction between the staff and young people and the child centred approach of staff.

A review of a range of policies, procedures, records and other documentation, including the following:

- supporting evidence from the up to date self assessment
- young people's care plans, risk assessments and behaviour support plans
- feedback from young people and staff questionnaires
- staff training records
- staff meeting minutes
- accidents/incident and /complaints
- young people's meeting minutes/suggestion forms/grumble books/school council minutes
- draft participation policy

Observation of staff practices.

Examination of the environment and equipment.

All of the above information was taken into account during the inspection process and was reported on.

Inspection Focus Areas and links to Quality Themes and Statements for 2008/09
The Care Commission has developed four Quality Themes to divide service quality into issues that concern service users and carers:

1. Quality of Care & Support
2. Quality of Environment - not considered at this inspection
3. Quality of Staffing
4. Quality of Management and Leadership - not considered at this inspection

Each Quality Theme is made up of a number of Quality Statements and both the themes and statements reflect the National Care Standards which lie at the heart. For this service the relevant National Care Standards are Care Homes for Children and Young People. The inspection Focus Area for this inspection was Notifications to the Scottish Social Services Council (SSSC).

Details of the inspection focus and associated Quality Themes to be used in inspecting each type of care service in 2008/09 and supporting inspection guidance, can be found at:
<http://www.carecommission.com>

Fire Safety Issues

The Fire (Scotland) Act 2005 introduced new regulatory arrangements in respect of fire safety, on 1 October 2006. In terms of those arrangements, responsibility for enforcing the statutory provisions in relation to fire safety now lies with the Fire and Rescue service for the area in which a care service is located. Accordingly, the Care Commission will no longer report on matters of fire safety as part of its regulatory function, but, where significant fire safety issues become apparent, will alert the relevant Fire and Rescue service to their existence in order that it may act as it considers appropriate. Further advice on your responsibilities is available at www.infoscotland.com/firelaw

Action taken on requirements since last Inspection

The Care Commission received an action plan from the service detailing how it would meet the recommendations arising from the last inspection.

Comments on Self Assessment

The self assessment was completed to a high standard and contained comprehensive information which was taken into account fully throughout the announced inspection and was referred to during this unannounced inspection.

View of Service Users

The Officers were able to speak with a significant number of young people throughout the inspections days either in small groups (school council or in classrooms) or on an individual basis within the residential units or community resources.

Comments received were numerous and gave a very good insight into how the young people felt living at Kibble.

The school council thought :-

'you find out what is happening and get your opinion.'

'you feel that you can bring your views across within the school council'

'most of us enjoy the school council'

'we were asked about the youth club, the chill out area and the snooker tables'

'the food is rubbish, soup and sandwiches four times a week'

'staff should be decent, good at their job and have a laugh'

'good staff are people that you can trust'

'the job of the school council is to make changes and get things done'

The school council had many other comments to make. Most of them were positive and any specific issues were passed to the Manager for his consideration.

One Officer spent a full day speaking with young people.

They were, in general, positive about the reception they experienced coming to Kibble:-

'I got a keyworker right away'

'staff were sound'

I was a bit scared at first'

'I was told about the rules, routines, bedtimes and chores'

'some people were showing off, but you get to know them'

There were mixed views about the Kibble Journey:-

'It's ok, it makes sense to me'

'I think it's a waste of time'

'It helps to see where you are and where you are going'

There were mixed opinions about the use of quiet time:-

'You don't get a choice, it just happens'

"quiet time on your own is no good cos you need to have staff help you with homework'

'I like to have time on my own'

There were mixed views about sanctions:-

'they can be heavy'

'female staff are better cos they only give one sanction'

'some sanctions are ok and staff have to do something if you are out of order'

All young people stated that they felt safe in the units. One specific issue was discussed with the Manager.

Young people felt that their health needs were being dealt with:-

'you get a medical when you arrive and get to see a dentist'

'staff will go to appointments with you'

All young people stated that they were involved in their reviews and had an input into the decisions made:-

'I am able to give my opinions about what is happening'

'I feel people listen to me'

Young people felt that their privacy was respected:-

'there is plenty of privacy here'

The issue of making private calls was discussed with the Manager.

All young people felt confident about their keyworker and felt that they could discuss their concerns:-

'I get on well with my keyworker'

'If I am worried I can talk to my keyworker or family'

There were mixed views about making a complaint:-

'I can make a complaint, you can ask for a form'

'don't know if I would ask for a form as staff would ask you why you want it'

'you can get a form off the notice board'

This issue was discussed with the Manager.

Young people felt involved in decisions about the environment:-

'I can do the room up the way I want'

'you can pick your own furniture'

'staff ask you about choices within the unit'

'staff encourage you to settle in and do up your room with some of your own things.'

View of Carers

No parents or carers were spoken with during this inspection.

Quality Theme 1: Quality of Care and Support

Overall CCO Theme Grading: 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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service continues to have a very good performance in relation to this statement.

The very good performance identified at the last inspection had been continued and consolidated.

The School Council continued to meet regularly and the young people spoken with felt that their views were heard in this forum. Young people also participated in regular unit meetings. The internal auditor continued to canvas the views of the young people on a regular basis. These views would be collated and inform an action plan.

Who cares? Scotland worker met regularly with the young people. He confirmed that young people at Kibble had a 'voice' and their opinions were valued.

The 'grumble book' within each of the units continued to be used to air minor grievances. There was very good evidence of grumbles being responded to by managers. The formal complaints were monitored and dealt with in a robust and transparent way.

The service would encourage carers and stakeholders to share their views on the care and support offered by the service at formal reviews. This could also be supported by questions which arose during the 'Kibble Journey'.

Each unit had an 'evidence folder' which was used, in different ways, to seek and collate the views of young people, parents and others. Specific units had, for example, undertaken a questionnaire to parents and stakeholders asking for their opinions about the unit.

Areas for Development

The issue of being able to make complaints in confidence will be reviewed by the management team.

The service had developed very good systems for seeking the views of young people; the challenge will be keeping up this level of commitment to evidence sustained positive outcomes for young people.

The service should consider if there are other ways to 'ensure that carers participate in assessing and improving the quality of care and support provided by the service.'

CCO Grading

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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service was seen to have a very good performance in relation to this statement.

There was very good evidence that young people were treated as individuals through examination of their care plans, risk assessments and behaviour support plans. Staff knew the individual needs of each young person very well.

The Kibble Journey had been implemented throughout the service. There were mixed views from staff and young people. Some thought that it helped to clarify 'where I am and where I want to be' others thought that it was 'just another bit of paper to fill in'. The Kibble Journey will continue to be monitored at future inspections.

The Throughcare provision across the campus was still variable but progress was noted. Staff were sourcing external support more pro-actively for young people and were trying out different ways to ensure that young people were supported to move on, including inviting outside speakers in to talk with the young people. Kibbleworks offered the young people a vital opportunity to engage in workplace preparation, learn new skills and achieve qualifications.

The Officer was advised that Pathways would be used with young people to promote mobility, shopping and budgeting. The service was also using the 'umbrella' approach and utilising specific parts of the Kibble Journey e.g. budgeting.

The Internal Auditor would try to attend young peoples' meetings to ensure that they were encouraged to participate and share their views.

To acknowledge the progress made with this Quality Statement it will be graded a 5-very good.

Areas for Development

The service should continue to promote throughcare and aftercare across the campus. This should be in a co-ordinated way. This recommendation will continue.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

1

Statement 3: We ensure that service user's health and wellbeing needs are met.

Service Strengths

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service was seen to have a very good performance in relation to this statement.

Young people confirmed that their medical needs were attended to on admission and during their time at Kibble. Young people had access to support from the local CAMHS team, the in-house social education team and trainee forensic psychologists and the Welltree foundation staff.

All of the evidence reviewed at the announced inspection was relevant to this inspection and some progress had been made in the interim.

Regular audits of the medication system were being undertaken by the Internal Auditor. A meeting had been arranged with the Care Commission to discuss how to further improve medication practice within the service. More robust checks were evident and a health link person had been identified within each unit to take forward medication and other medical issues. Medication will be an Inspection Focus Area during the upcoming inspection year and will be reviewed closely at the next inspection.

Food was discussed at length during this inspection with both the young people and staff. The Manager and senior staff will consider if there are other ways to address the issues raised.

Some units were actively promoting outdoor activities such as go-karting.

The service was to be commended for the progress made by staff in stopping smoking on campus. Staff have made efforts to engage young people in this but with not much success to date. The service will continue to promote smoking cessation.

To acknowledge the progress made with this Quality Statement it will be graded a 5-very good.

Areas for Development

Medication practice will be reviewed and monitored on an ongoing basis.

The service will continue to promote smoking cessation for young people.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 2: Quality of Environment

Overall CCO Theme Grading: 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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service continues to have a very good performance in relation to this statement.

The very good performance identified at the last inspection had been continued and consolidated.

Young people confirmed that they were fully consulted on any changes to the environment. Sampling of minutes of meetings involving the young people confirmed this. The service was seen to respond to specific issues raised by the young people such as the garden area in one unit.

Refurbishment plans were in place for a couple of the units and these were discussed with Officer during the inspection.

Areas for Development

The service will continue to engage with young people and staff with refurbishment plans to ensure that the thoughts of the management team concur with the ideas that the young people and staff may have.

CCO Grading

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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service continues to have a very good performance in relation to this statement.

The very good performance identified at the last inspection had been continued and

consolidated.

Staff continued to be trained in SCM (Safe Crisis Management) and this was monitored and reviewed on a regular basis.

Child protection training and awareness was a priority within the service and two new Child Protection Co-ordinators had been appointed from within the staff group.

Staff would also have the opportunity to participate in RAP (Response Ability Pathways) training. This training would equip staff to be aware of the crisis and look at ways to deflect and de-escalate.

Life Space Crisis Intervention training continued to be rolled out to appropriate staff.

The Officers visited each unit both on campus and within the community and no issues were identified. All units were seen to be warm, clean and welcoming.

Areas for Development

There were no areas identified at this inspection.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 4: The accommodation we provide ensures that the privacy of service users is respected.

Service Strengths

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service was seen to have a very good performance in relation to this statement.

Refurbishment was ongoing on such a large campus. One of the units (Sk) had recently had some work done which gave young people more choice of social areas. The issue of the bathroom provision was ongoing. As previously noted other units were going to be refurbished to include en-suite facilities which would clearly enhance the privacy for the young people

Young people confirmed that their privacy was respected and that, for example, staff knocked on their bedroom door before entering. There were no privacy or dignity issues raised by the young people.

Security measures continued to be robust and all information relating to the young people was held securely.

The issue of bedroom keys was discussed at length. Young people had been consulted and the consensus was that they would prefer not to have a key to their room however the service, if required, will review this on an individual basis.

Areas for Development

There were no areas identified during the inspection

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 3: Quality of Staffing

Overall CCO Theme Grading: 4 - Good

Statement 1: We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service Strengths

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service continued to have a good performance in relation to this statement.

The evidence available at the last inspection was pertinent to this inspection and standards had been maintained.

The service had initiated a 'violence at work' working group involving both staff and young people to look at issues of violence across the campus and how to keep everyone safe.

Young people could share their views on staffing through the School Council, unit meetings, Kibble Journey work and formal reviews.

Areas for Development

The service had identified that further development was required to involve young people more in the recruitment of staff.

The service should consider how the views of young people and carers on staffing can lead to service improvements.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

0

Statement 2: We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.

Service Strengths

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service was seen to have a very good performance in relation to this statement.

The evidence available at the last inspection was pertinent to this inspection and standards

had been maintained and improved.

The Officer was advised that there was an ongoing review of induction which was currently out for consultation. The service anticipated having two induction checklists, one generic to working for the organisation and one specific to the department e.g. Intensive Support. The induction working group hoped to report on the findings of the consultation in the near future.

The service also conducted a review of the induction given to the new 'Men Care Too' inductees. Comments were invited on what was good about their induction?, what could have been better?, what areas you feel best equipped to deal with? and what areas do you require more support in?. The inductees were asked the grade their induction experience and almost all graded their induction as good/very good.

Areas for Development

Induction will continue to be monitored through the inspection process.

CCO Grading

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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service was seen to have a very good performance in relation to this statement.

The evidence available at the last inspection was pertinent to this inspection and standards had been improved.

Staff spoken with were much more positive about the staffing situation across the campus. Staff morale was quoted as being 'much better' and staff did not feel under pressure to do extra shifts or overtime. Full time posts had been filled and long term sickness vacancies had been covered. The new Men Care Too staff members were beginning to take up shifts and there was more continuity of staff. Staff turnover had been minimal since the last inspection and it was acknowledged that staff had worked really hard over the last few months and 'things were on the up.'

Staff remained child centred and felt that they had more opportunities to do meaningful work with the young people now that the staffing issue had, on the whole, improved.

Staff felt well supported and confirmed that there was strong teamwork within the units. Staff stated that they had the opportunity to develop particular interests and expertise if they expressed an interest.

Good training opportunities continued and S.C.M training was available on a regular basis. Staff were able to access L.S.C.I. (Life Space Crisis Intervention) training where appropriate. The Manager was in the process of re-doing the 3 year training plan.

There was a high level of staff with a qualification suitable for registration with the Scottish Social Services Council.

To acknowledge the progress made with this Quality Statement it will be graded a 5-very good.

Areas for Development

Staff raised some issues during the focus groups held with the Officers. These issues, such as de-briefings and consultation on developments with Kibble Journey and medication, were discussed with the Manager and the Internal Auditor. They will take these issues forward with the staff group.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 4: Quality of Management and Leadership

Overall CCO Theme Grading: 4 - 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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service continued to have a good performance in relation to this statement.

The evidence available at the last inspection was pertinent to this inspection and standards had been maintained.

One unit (U) had undertaken its own consultation with young people, carers and stakeholders. Comments received were positive.

Young people knew who the management team were and stated that they found the two senior managers who attended the school council to be particularly approachable and interested in what they had to say.

The Internal Auditor had met with the night shift managers with a view to them becoming more involved in the development of the service. They will also be involved in the self-assessment process.

Areas for Development

The participation strategy was still in draft so its impact was still to be measured fully.

The service should continue to consider how the involvement of young people and carers can influence its strategic development. This again would be linked to the participation strategy.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

0

Statement 3: To encourage good quality care, we promote leadership values throughout the workforce.

Service Strengths

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service continued to have a good performance in relation to this statement.

The evidence available at the last inspection was pertinent to this inspection and standards had been maintained.

The service was proposing to offer some staff a 'Leadership Programme'. The programme was designed to build on leadership skills in relation to the workplace and connect this with leadership theory. The service was aiming to develop the leadership potential of all its' staff. Currently the Operations Managers were being delegated specific areas of responsibility such as throughcare and policies development.

Staff were able to express their views at regular staff meetings and felt able to approach the Manager with issues.

Areas for Development

The Officer will be interested to hear from staff how they found the leadership course and how it has impacted on their practice.

CCO Grading

4 - 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

Following consideration of sampled written evidence and feedback from young people, management, staff and stakeholders this service was seen to have a very good performance in relation to this statement.

The evidence available at the last inspection was pertinent to this inspection and standards had been improved.

Quality Assurance systems within the service were developing and purposeful. There was a high level of internal monitoring of quality and there were plans to develop this further. It was very evident that young people were consulted on a variety of issues and this was taken on board by the management team.

The Manager had monthly meetings with the Board, weekly meetings with the Operations managers, and regular meetings with service managers and attended the School Council

Meetings to ensure that he was hearing the views of the young people.

Areas for Development

The service should develop the feedback from stakeholders and carers and evidence how this has improved the service.

The Officer would be interested to see a co-ordinated response to all the consultation that has taken place and evidence as to how this has impacted, strategically ,on service development.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Regulations / Principles

National Care Standards

Enforcement

There has been no enforcement action against this service since the last inspection.

Other Information

There were 4 recommendations from the previous report:-

1. Staff and young people should be fully conversant with the Kibble Journey and it should be used to its full potential as soon as possible across the campus.

The Kibble Journey had been implemented across the campus and, on the whole, had been well received. This recommendation has been met.

2. Staff should continue to promote Throughcare and Aftercare provision for each young person and ensure that there is a co-ordinated approach to throughcare across the campus. Progress was noted with this. See Quality Statement 1.2. The recommendation will continue.

3. Smoking cessation should continue to be a priority for the service.

Staff had stopped smoking on campus. The young people were being supported to try to stop through smoking cessation groups and other initiatives. The service will continue to promote non smoking for young people. This recommendation has been met.

4. It was agreed that the service would draw up an action plan outlining what measure it would take to address the current staffing concerns.

The Officer received an action plan. See Quality Statement 3.3. This recommendation has been met.

Requirements

There were no requirements.

Recommendations

1. The service should continue to promote throughcare and aftercare across the campus. This should be in a co-ordinated way.

Standard 16.

Jackie Calder

Care Commission Officer