

# Inspection report

## Kibble Safe Centre Secure Accommodation Service

Goudie Street  
Paisley PA3 2LG

**Inspected by:** Jackie Calder  
**(Care Commission Officer)**

**Type of inspection:** Unannounced

**Inspection completed on:** 10 January 2009

**Service Number**

CS2007144296

**Service name**

Kibble Safe Centre

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

SP2004007042

**Provider Name**

Kibble Education &amp; Care Centre

**Inspected By**Jackie Calder  
Care Commission Officer**Inspection Type**

Unannounced

**Inspection Completed**

10 January 2009

**Period since last inspection**

6 months

**Local Office Address**4th Floor  
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## **Introduction**

Kibble Safe Centre is administered by a voluntary Board of Trustees on behalf of the Elizabeth Kibble trust. This secure unit was registered with the Care Commission in June 2007 to provide secure accommodation to 18 young males. At the time of inspection there were 14 young men being accommodated with the establishment.

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

Quality of Care and Support - 4 - Good

Quality of Environment - 4 - Good

Quality of Staffing - 5 - Very 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](http://www.carecommission.com)) for the most up-to-date grades for this service.

## **Basis of Report**

This unannounced inspection took place over three days on the 10th January 2009 between 1pm and 3.30pm, the 12th of January between 9am and 5pm and the 22nd January between 9am and 5pm. This report should be read in conjunction with the one written following the announced inspection on 23rd July 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 one Officer from the Care Commission Jackie Calder. Another Officer, Charlie Buckle, joined the inspection on day three.

Staff who participated in the inspection were the Manager (Executive Director), Internal Auditor (Operations), Domestic Services Manager, Catering Manager, Operations Managers, Service Managers and members of care staff on early and late shifts.

Evidence

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

Discussions with 9 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](http://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 spoke with 9 young people on an individual and small group basis. The comments received were, on the whole, positive:-

'Things are ok here. The staff are a good laugh and there are some staff I would talk to if I needed to. The food is ok - I would like more kebabs.'

'This is the best unit I have been in - the staff are good and they are helping me.'

'It's safe here, there is no bullying.'

'The Kibble Journey is ok, but I don't like people asking questions.'

'The Kibble Journey is good - what is agreed actually happens.'

'The monthly School Council meetings are good. We talk about the food, the fry up is good on a Sunday but some food at the weekend could be better.'

'Staff help you with some chores, tidying my room and talk to you about budgeting.'

'Some staff treat you with respect.'

'I don't like when some staff come in to work in a bad mood.'

'They take good care of your health here.'

'After a restraint, staff will take time to talk to you about what happened.'

**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: 4 - 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.

Who cares? Scotland had been involved in a piece of work with some of the young people. Their views were sought on young person's meetings and the admissions process amongst others. An action plan had been drawn up to address the issues raised by the young people.

The 'grumble book' within each of the units continued to be used to air minor grievances. There was very good evidence of every grumble being responded to by senior managers. The number of formal complaints had decreased since the last inspection.

The service had asked young people for their opinions about the food in November and December 2008 using a comments card. The feedback from this was still to be collated and a decision was to be made as to whether this had been a helpful exercise.

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

#### **Areas for Development**

The service will review how things were over the Christmas period to determine if it could have been more successful for the young people.

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 found that it provided a very good basis for 'keytime' discussions others thought that it was 'just another bit of paper to fill in'. The Kibble Journey will continue to be monitored at future inspections.

Who cares? Scotland workers continued to have a high profile within the service and a recent piece of work done by them evidenced that 'throughcare work was done, to the point where young people could visit new placements prior to leaving secure care.'

The Officer was advised that Pathways would be used with young people to promote mobility, shopping and budgeting. Staff and young people were participating more in the preparation to move young people on from the Safe Centre.

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**

Staff should continue to promote the independent skills of young people wherever possible.

The service should consider seeking the views, formally, from the young people about the Kibble Journey.

### **CCO Grading**

5 - Very Good

## **Number of Requirements**

0

## Number of Recommendations

0

**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 good performance in relation to this statement.

The positive practice found at the last inspection was still evident during this unannounced inspection.

Staff had participated in food hygiene, infection control and sexual health training since the last inspection. How this training could be passed on to other staff was being considered.

The service had ensured that another nurse was available to support the young people when the LAAC nurse for the Safe Centre was on annual leave.

### Areas for Development

During the inspection a medication administration error came to the attention of the Officers. A subsequent examination of the administration, recording and storage of medication in one of the units gave cause for concern:-

1. Staff should know how many tablets there are for each young person and this should be recorded in an accountable way.
2. There should be no over-stocking of medication leading to several bottles being used at the same time and extra bottles being stored in the cabinet.
3. Medication no longer required should be returned following the services' policy.
4. If a medication is to be discontinued it should be noted on the medication record who made that decision.

All of the above will be the subject of a recommendation.

### CCO Grading

4 - Good

### Number of Requirements

0

### Number of Recommendations

1

## **Quality Theme 2: Quality of Environment**

**Overall CCO Theme Grading: 4 - 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 was seen to have a very good performance in relation to this statement.

Young people spoke with confirmed that they were able to comments and requests about the environment primarily through the School Council meetings. If these were reasonable requests, then changes would be made. An example was the frequent request for Sky TV. which had recently been installed. The minutes of these meetings evidenced that young people were listened to on a variety of issues.

Young people also participated in unit meetings where environmental issues were discussed. Quite often their requests could not be met however a reasonable explanation was given to each point raised.

The sound -proofing of the lounge and dining rooms areas was almost complete. This made a significant impact on reducing the level of echo and noise in these areas.

Family members and stakeholders were encouraged to make comments and suggestions about the environment through the postcard system and at review meetings.

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

### **Areas for Development**

One young person brought an issue to the attention of the Officer. He had concerns about the paintwork in one of the units. This was discussed with the Manager and the Officer was assured that a programme of re-painting was in hand.

There had been no progress with the reception area which had been mentioned as an area that visitors would like to see changed at the last inspection.

### **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 good performance in relation to this statement.

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

The Physical Intervention Monitoring (P.I.M.) Group met regularly to monitor the number and type of incidents of safe holding which took place within the Safe Centre. The Manager of Safe Crisis Management within the establishment was having an over view of practice looking at the event, the risk management and the behaviour support plan involving a young person and giving feedback to teams e.g. was the action you took the best at the time?

There had been a significant number of serious bites to staff recently and the Management team were reviewing whether 'safety protection clothing' might be appropriate for the protection of staff and the safety of the young people in some instances.

**Areas for Development**

During the two main inspection days the cleanliness of the pantry areas was scrutinised. During day one the cleanliness of these areas gave cause for concern. The Officer then walked around the areas again with the Domestic Services Manager who agreed with the Officers findings and outlined what measures could be put in place to keep these areas clean and hazard free.

On day two of the inspection, the Officer checked all of the pantry areas and they were clean and a system of regular checking had been put in place. It will be a recommendation that these areas continue to be monitored on a regular basis and that hygienic and safe standards of cleanliness are maintained.

**CCO Grading**

4 - Good

**Number of Requirements**

0

**Number of Recommendations**

1

**Statement 3: The environment allows service users to have as positive a quality of life as possible.**

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

Young people's artwork was on display throughout the units and brightened up the walls.

There were plans to develop the intranet so that young people could have safe access to information on healthy eating, child protection and the Care Commission. The Officer was advised that an application had been made to several universities for a project manager (student) to develop the intranet with the young people.

The service hope to have information screens in the reception area to give information on child protection and quotes from young people about the service.

The food continued to be an issue raised by young people. In an attempt to involve young people more in this issue, the Internal Auditor intended revisiting food standards with the young people and staff.

### **Areas for Development**

The young people raised the issue of the gym and the fact that they could not use it because of safety issues. The Manager assured the Officer that efforts were being made to rectify this.

### **CCO Grading**

5 - Very Good

### **Number of Requirements**

0

### **Number of Recommendations**

0

### **Quality Theme 3: Quality of Staffing**

**Overall CCO Theme Grading: 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**

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.

The Who Cares? Scotland worker proposed to work with some of the young people at the Safe Centre to involve them more in the recruitment and selection of staff.

The service had initiated a 'violence at work' working group involving both staff and young people to look at issues of violence with the Safe Centre 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.

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 seek the views of young people and carers on staffing and use these views to inform service development.

#### **CCO Grading**

5 - Very 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 continues 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.

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. the Safe Centre. 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 within the Safe Centre. 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 within the Safe Centre 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.

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.

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 cover at the weekend was still an issue. These shifts were done by staff in a variety of ways which was complicated. The service was unsure how to address this issue as the shift patterns at the weekends were somewhat dictated by the terms and conditions the staff had. However the week staffing will be monitored at the next inspection.

Some staff stated that it would be good if their hard work was appreciated more by the management team.

### **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 had undertaken its own consultation with young people, carers and stakeholders. Views were collected over a 5 month period.

Comments from social workers were :-

'Well organised service.'

'I feel it has been a positive and helpful resource and I would recommend it.'

'first class, informative.'

Comments from carers were :-

'The staff have been fantastic.'

Parents felt that their child was 'listened to, happy, cared for and safe.' One parent thought the pocket money was too much.

Comments from young people were mainly positive as previously stated.

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.

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. The Operations/Service Managers did monthly checks of care plans, behaviour support plans and

grumble books. There was a 100% return on this monitoring process.

The Manager had monthly meetings with the Board, weekly meetings with the Operations managers, monthly meetings within the units and attended the School Council Meetings. He had quarterly meetings with the Police. He also attended 3 national forums for the secure estate.

The School Council meetings happen on the morning of the management meeting so that issues from the young people can be immediately be discussed with the management group.

### **Areas for Development**

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

### **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 7 recommendations from the previous inspection. Progress with these is as follows:-

1. Young people should be able to request to have their hair cut as often as they wish within reason.

This was discussed with the Manager and the young people and is no longer an issue. This recommendation has been met.

2. Staff should be aware of their responsibility to promote independent skills for young people and give them the opportunity to develop these skills prior to moving on.

See Quality Statement 1.1 for progress. Recommendation has been met but will remain an area for development.

3. The service should continue to work on the sound proofing and roll it out to the other units as it does make a difference to the acoustics and is a more pleasant environment for the young people.

See Quality Statement 2.1 for progress. Recommendation has been met.

4. The pantry areas and equipment should be kept clean and hazard free at all times.

See Quality Statement 2.2 for progress. Recommendation will remain.

5. All new staff should participate in the 'secure unit specific' induction training. Progress with this will be monitored at the next inspection.

See Quality Statement 3.2 for progress. This recommendation has been met.

6. The service should draw up an action plan to address the staffing issues and submit it to the Care Commission.

The Care Commission received an action plan. See Quality Statement 3.3 for progress. Recommendation has been met.

7. The service should consider and demonstrate how the involvement of young people and carers can influence its' strategic development.

This recommendation has been partially met and will become an area for development.

## **Requirements**

There were no requirements arising from this inspection.

## **Recommendations**

1. Medication administration, recording and storage systems should be accountable and robust.

Standard 13.7

2. The pantry areas should to be monitored on a regular basis to ensure that hygienic and safe standards of cleanliness are maintained.

Standard 5.

**Jackie Calder**

