

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: Announced

Inspection completed on: 3 September 2008

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**

Announced

Inspection Completed

3 September 2008

Period since last inspection

6 months

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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.

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 - 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 announced inspection took place over five days on the 25th, 26th, 27th and 28th August and the 3rd of September 2008. On day one the Officer was there from 1.30pm to 5pm, on days two to four the Officers were there from 9.00am to 5pm and on the last day the Officers were there from 3pm to 5.30pm to give feedback.

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 for School Care Accommodation Service and requirements 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 five Officers from the Care Commission Jackie Calder, Susan MacGillvray, Fiona Stevenson, Colin Goldie and Alison Rees, Professional Adviser, Pharmacy.

Staff who participated in the inspection were the Manager (Executive Director), Internal Auditor (Operations), Child Protection Coordinator, Who Cares? Scotland representative, Operations Managers, Service managers, members of care staff on all shifts including night shift, staff from Kibble works, Advocacy works and the Community Houses and members of the Board.

Evidence

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

Discussions with many of the young people and observations throughout the inspection days of the interaction between the staff and young people.

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
- Safe Crisis Management records
- staff training records
- staff supervision records
- staff meeting minutes
- accidents/incident and /complaints
- young people's meeting minutes/suggestion forms/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
3. Quality of Staffing
4. Quality of Management and Leadership

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 for School Care Accommodation Services. 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>

Action taken on requirements since last Inspection

There was one requirement arising from the previous inspection:-

1. Staff should be proactive in ensuring that young people at Kibble are involved in Pathways planning, are preparing to move on with good independent living skills, have a co-ordinated approach to through care and aftercare and have the appropriate skills and training to support young people in this area.

Progress had been made with this and will be reported on under Quality Statement 1.2. The requirement has been met.

Comments on Self Assessment

The self assessment was completed to a high standard and contained comprehensive information which was taken into account throughout the inspection process.

View of Service Users

The Officers spoke with boys from all of the units and community resources. Responses received were positive on the whole:-

'It's good here. If the other kids kick off - staff will protect you.'

'It's brilliant here. They help me with my behaviour and keep me safe.'

'I like it here - I can go trampolining and play the Wii. I can go to my room for quiet time if I need it.'

'I am treated well here. Staff are ok, they respect my privacy. I am going to college and staff

help me with my food shopping and cooking.'

'I really like Kibbleworks - I get a choice of what I would like to do. Staff are really good.'

'It's ok here. The staff are a good laugh. I like my room and our new garden.'

'I like it here - this place meets all my needs. I quite like the new Kibble Journey - I am involved in deciding my future.'

'I think the food is rubbish. Other than that things are ok.'

'I get to go home and the staff support me. I like my unit, we have a laugh.'

The young people brought up some other issues which were either passed on to the management team for their consideration or will be reported on within this report

View of Carers

The Officers did not speak with any relatives or carers directly during this inspection. The service had collated some views from parents as follows:-

"Just want to say that I really appreciate all the help, advice and time that you all have given for me and ma boy – thank you".

"All the Advocacy works team are helpful and approachable. They listen to both carers and child in placement".

"The staff are very good and keeping me up to date about what is happening".

"Communication is good and a telephone call every week and a chat about both the good and bad which I'm happy to say is very few and far between".

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

Young people at Kibble were encouraged and supported to express their views through a variety of ways.

There was a school council that convened on a monthly basis and minutes of these meetings were reviewed by the inspecting Officers. These showed that the young people were able to raise issues important to them such as food, activities and pocket money. There was very good evidence of these issues being listened to and acted upon by the management team.

The Who Cares? Scotland representative confirmed that the young people spoke highly of the school council and that the staff facilitating the meeting were 'excellent'. He stated that young people could speak freely and that they were good at self-advocating.

The service had recruited an Internal Auditor (Operations) who provided strong evidence throughout the inspection that the service actively sought the views of service users, carers and stakeholders. She had met with the young people on several occasions to seek their views on subjects related to their care and the new Care Commission grading system.

The Internal Auditor had supported each unit to produce an evidence folder for the Officers which verified that young people had been consulted on: care planning, decor in bedrooms, use of communal areas and food and many others issues. The young people verified that their opinions had been sought. Staff expressed that they had found the evidence gathering process 'worthwhile' as it gave them an opportunity to reflect on what they did well and what needed to improve.

The evidence folder had been used in different ways by each unit. Some had used the grading system as a framework for seeking the views of young people and staff on how their unit was doing and others had begun to use the folder as an ongoing assessment tool which included comments from carers and stakeholders as well.

Young people's views were sought using a variety of methods. Review meetings, house meetings, innovative use of questionnaires, 'one off' surveys, comments cards and leaflets. The Internal Auditor was working with young people from the school council to determine what questions should be asked in questionnaires and in what format e.g. pictorial, on the intranet.

If a young person had been involved with the Social Education Team in undertaking a 'programme' their views would be sought at the beginning and the end of the programme.

Young people were able to use a confidential complaints form and a comments box. They confirmed that they had used this and were satisfied with the responses to their concerns.

The service had introduced a postcard system at reception and within the units which encouraged visitors to express their opinion of the service. A few had been completed by

visiting parents and social work staff. These postcards would be reviewed by the management team and responded to where appropriate.

Areas for Development

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 will continue to look at innovative ways of developing participation.

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

There was good evidence that young people within Kibble were supported to make choices and achieve their potential.

The service had recently introduced a new person centred approach to care planning called "My life, my future - My Kibble journey". This was a visual model that was easy for young people to understand. It highlighted areas that the young person wanted to focus on in terms of improvements and goals in all areas of their life.

Evidence of this 'in practice' was seen in young peoples' care files and young and staff confirmed that they were using them. Some young people interviewed confirmed that they were involved in this new format and they seemed to be familiar with what the 'Kibble journey' meant to them and their future and they stated that they felt more involved in their care plan. Staff were, on the whole, positive about this new system stating that it was good that young people were more involved, that it gave a good focus for keytime and that it was more visual and less 'wordy'.

Each young person had a key worker who knew them particularly well and worked closely with them. They also had a Behaviour Support plan and appropriate risk assessments in place to support this work.

During the inspection there was good evidence of the service promoting the rights and choices of the young people with comments received from them such as 'I am encouraged to do things', 'I get offered choices and support to make the right ones' and 'staff work hard to help me.' Young people confirmed that consent for medical treatment had been discussed

with them.

The young people had done well with their recent exam results which were the best that the school had received to date.

If a young person was working with the Social Education Team then he would have a 'programme' specifically tailored to meet his individual needs.

Progress was noted with the Throughcare and Aftercare provision provided by the service. There was good evidence that staff were more pro-active in supporting young people to move on. Some staff hoped to attend a 'Transitions' conference in November to update their knowledge

Areas for Development

The service was to be commended for the work that had been done with the Kibble Journey so far but it would have been good practice to involve staff more and listened to their feedback as some staff felt that there had been no training provided on the new system and that it had 'just been landed on us'. It is intended that training on the Kibble Journey will be rolled out to staff in the near future.

This will be the subject of a recommendation.

Progress was noted with the requirement from the previous inspection however during the inspection it was evident that there was still confusion with some of the staff about the use of Umbrella / Pathways and their own contribution to Throughcare and Aftercare for the young people.

This will be the subject of a recommendation.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

2

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

Service Strengths

Each young person, on admission to Kibble, would have an initial medical assessment. Referrals would be made to other professionals where required. There was good evidence that external agencies worked closely with the service. An example of this would be the local Child and Adolescent Mental Health Service (CAMHS) which met monthly in a consultative capacity to discuss referrals and any issues.

Kibble had the services of a Looked After and Accommodated Children (LAAC) Nurse who had good links with the Health Board and assisted with accessing services for the young people.

Medication practice was examined. By the Care Commission's Professional Advisor, Pharmacy who visited the service on two occasions and her findings are reported under 'areas for development'.

The service was working hard to reduce smoking amongst the young people. They undertook a survey with the staff with a view to consulting on the best way forward. It was agreed that all staff would stop smoking on campus from January 2009 and then all efforts would be made to encourage the young people to stop. A range of supports such as cessation groups would be available to support staff and young people.

The service stated that they felt that they had good evidence that the health and well-being needs were met in a range of ways: menu planning, rewards for achieving goals, sports timetables, outdoor activities and food handling and infection control training. The service had piloted the use of fish oils with young people.

The young people mentioned food on several occasions during the inspection. The Officers observed the food being served within the units and it was plentiful and there was a choice. The service will continue to do 6 monthly food surveys to seek the views of young people on the food provided. This issue will be reviewed at the next inspection.

Areas for Development

The service are to commended for the progress made with the smoking issue however the recommendation will remain until the outcome of the no smoking initiative is known.

Alison Rees, Professional Advisor, Pharmacy:

At the visit on 25th August 2008 issues around supply of medication to cover period of leave were discussed in detail. Options being, for example

- * New prescriptions for periods of leave which could be given to carers or the young person for them to arrange to have dispensed.

- * The young person takes home their existing stock of medicines.

The conclusion being that it was not possible to have one hard and fast rule to cover supply for all situations and the circumstances of the young person. An individualised approach needed to be adopted for each young person

Staff were given advice about obtaining routine medication out of hours when the G.P. Surgery was closed to cover situations when the young person failed to bring their medication back to the school after a period of leave.

The visit on 3rd September 2008 resulted from concerns found by the Care Commission Officer regarding medication recording and treatment of minor ailments in two units which were part of the inspection.

The service medication policy had recently been reviewed and was in a final draft stage. A number of revamped recording sheets had been developed although not formally implemented in all units. A program of staff training in medicine management was being rolled out.

There was currently separate medication for recording prescribed and non-prescribed medication. Each unit still retained a stock of medicines as "homely remedies" to treat minor ailments. The range of such items had recently been reviewed and reduced.

Records for three young people in one unit were examined and highlighted that the current recording system did not provide an audit trail covering receipt, administration and disposal of medicines. The details held relating to medicines being given was poor.

The feasibility of using the Minor Ailments Service where pharmacists can prescribe and supply medicines free of charge to children and people who do not pay prescription charges was discussed in detail. Staff concluded that this seemed like a good option for the treatment of minor ailments and would make contact with a local extended out of hour pharmacy to discuss further.

The staff member spoken with would consider reviewing the recording documentation with the aim of developing a system to incorporate recording of receipt and removal as well as administration. The same system could be used for all medication.

Progress with the medication issues will be reviewed at the next inspection.

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

Participation methods and systems were outlined in Quality Statement 1.1.

The service had received positive verbal feedback from visitors to the campus and there were positive comments also received from visiting Panel members about the environment.

The young people had been consulted on the designs for two of the gardens attached to units. These gardens had been completed and were a pleasant addition to the space available for young people to relax. In one unit further plans were underway to develop a large area at the front door. It is hoped that some fundraising will take place to realise these plans.

There was good evidence that young people were consulted on a range of environmental issues such as the use of communal spaces, the decor, how the units should look and ideas for development of the units.

Areas for Development

Kibble is a large campus and there is an ongoing programme of refurbishment. The Officer was advised that much of the refurbishment work was 'on hold' due to the financial pressure on the service with the opening of the Safe Centre. This has had an impact on the financial capacity of the service to make improvements to the open school. This situation will be reviewed at the next inspection.

Two of the young people from (U) unit asked to speak with the Officer about their garden area. The Officer was in agreement that the garden could be improved and assurances were given to the Officer that this would be addressed. This will be reviewed at the next 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

Staffing levels within the service were in line with the agreed staffing schedule. Young people stated that they felt safe and secure with the service and they advised the Officers that bullying was dealt with swiftly by staff and inappropriate behaviour was always challenged.

There was good evidence that the service responded to the individual needs of young people. The residential units could have a specific remit which would require increased staffing levels to keep the young people safe.

Staff were trained in Safe Crisis Management (S.C.M.) which was the physical intervention method preferred by the service. Young people and staff were given the opportunity to be de-briefed following an incident. The 'refresher' training for S.C.M. incorporated an input on effective de-briefing. All physical interventions were monitored by an in-house group and this group would make recommendations for practice to improve and would discuss trends etc. The minutes of these meetings evidenced that there had been an increase in the level of de-briefings and a decrease in the number of safe holds taking place on the floor. This area of practice will continue to be monitored at future inspections.

A Child Protection policy and procedure was in place and the service has a child protection coordinator who stated that all Kibble staff undertook child protection training which was mandatory. This training was updated on an annual basis. Review of training records and staff feedback to the Officers confirmed that they received regular child protection and were very much aware of their responsibilities to keep young people safe. The Officer was given a copy of the 'Child Protection Training 2008-2009, An Interagency Perspective' which clearly stated Kibbles' response to child protection issues. The Child Protection Officer within Kibble was pro-active in informing the Care Commission of any child protection concerns.

The service had implemented a new programme called Life Space Crisis Intervention (L.S.C.I.) which equipped staff with techniques to de-escalate difficult situations with young people with a view to diffusing them and avoiding the need for physical intervention.

The service had initiated a draft Self Harm and Suicide policy which was being used effectively in practice.

There was a working group which was consulting with staff on how to work with young people with high risk behaviour.

Some staff had attended a training for trainers course on the Respect Me - anti-bullying initiative.

Areas for Development

The service hoped to roll out the Respect Me training to all staff.

The service hoped to roll out the ASIST -suicide prevention training to all staff.

The service should ensure that staff are trained in Life Space Crisis Intervention (L.S.C.I.) when it is appropriate within their development as a worker. The service had a programme of training in place and progress with this will be reviewed at the next 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

Each young person within Kibble had a single bedroom and some had en-suites. One unit in particular (CI) had been refurbished to a high standard and the young people were very satisfied with this. Each young person had a lockable space within their bedroom which they could use to keep personal items safe.

Work was ongoing to assess whether it was safe and appropriate for some young people to have a key to their bedroom. This issue will be monitored at the next inspection when the outcome of a consultation exercise will be known.

Some family rooms within the units had recently been refurbished with the young people being fully involved in the plans.

The security measures on campus were good with visitors having to sign in at reception and wear I.D. badges. All personal information relating to the young people was kept in a locked facility and the young people advised that they had no concerns about confidentiality.

In discussion, the young people assured the Officer that their privacy was respected however one unit in particular had an issue with their bathroom provision.

Areas for Development

The issue of young people having keys to their rooms will be ongoing and will be reviewed at the next inspection.

The young people in one unit (C) felt strongly about their bathroom provision. There were eight young people in this unit and four young people had to share one bathroom. This was discussed with the Executive Director who advised that he was aware of this but the current financial climate made it difficult to undertake major refurbishment work. This situation will be reviewed at the next inspection.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

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

Participation methods and systems were outlined in Quality Statement 1.1.

The service had drafted a Participation Strategy which was currently awaiting approval from the Policy Steering Group. The Policy stated 'the overarching driver for this strategy is to increase participation in planning and delivery of services by young people who use the service and their carers'. The Policy addressed such areas as principles of participation, targets, planned outcomes and individual participation at strategic level.

Young people and carers had opportunities to raise staffing issues through face to face discussion, telephone calls and meetings. Types of meetings could include school council, family visits, reviews, case conferences and 'key time sessions'.

The Internal Auditor had collated comments about the staff from carers and professional visitors. Examples of the comments received were 'it has been a very difficult time for him and consistent caring staff are playing a big part in helping him face up to, and manage, the realities of his life' and " the staff are very good and keeping me up to date about what is happening".

The service had involved young people in staff recruitment and interviews. Young people spoken with confirmed that they had been involved and had enjoyed asking potential new staff questions. Plans were in place for this practice to continue. The H.R. department had spent time with some young people asking them for their opinions on what qualities they would like to see in staff members.

The School Council could take staffing issues forward on behalf of the units.

Areas for Development

The service had identified that further development was planned for the involvement of more young people 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

The service had a robust recruitment and retention policy and procedure. This included all relevant professional checks, references and enhanced Disclosure Scotland checks. New staff would be subject to a probationary period and would be appointed a mentor to support them in the initial phase of their employment.

Some staff had participated in an induction programme which addressed areas such as health and safety, organisational issues, essential training and policies and procedures.

Staff spoken with advised the Officers that they were aware of the whistle-blowing policy and would use it if they had to. Staff were aware of their responsibilities in relation to child protection. Staff stated that they would have no hesitation in reporting poor practice.

Kibble had recently launched their 'Men Can Care too' Project to support the gender balance within the services across the campus. The Human Resources section would undertake an audit of staff files on a regular basis to ensure they were up to date.

Staffing rotas were examined and it was apparent that the service was adhering to the staffing levels agreed and were, on occasion, exceeding the levels agreed with the Care Commission.

Areas for Development

The induction training that staff had received was variable with some staff stating that they had received no significant induction prior to being 'on the floor'. The Officer was advised that the 'middle managers' within the service had participated in a development day looking at how induction training could be improved. A working party had been set up to progress with this. This will be reviewed at the next inspection.

CCO Grading

4 - 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

Staff spoken with presented as being child centred, committed and motivated. The interaction observed between staff and the young people was warm, humorous and appropriate. There was a strong teamwork ethos within the service and this was commented on particularly by staff as a being a positive aspect of their work. Staff would also participate in 'peer support' groups when necessary.

Staff stated that, on the whole, they received good support and regular supervision. They advised that training opportunities were good and they were supported to undertake developmental training as well as statutory training. Staff were subject to an annual appraisal. The service was in the process of drafting their training and development plan for the next three years following consultation with staff.

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

The service had a range of policies and procedures to promote safe care and safe practice. These included whistle-blowing, recruitment and training.

Staff had awareness of the National Care Standards, the Scottish Social Services Council Code of Practice and the Holding Safely document.

Most staff interviewed felt well supported by the management team in their units and felt that they could go to the senior management team if required.

Areas for Development

The issue of staffing came up regularly throughout the inspection. Staff were feeling under pressure and the level of overtime and extra hours was very high in some areas. Staff stated that they were 'tired', 'worn out' and 'fed up.' This was discussed at length with the Executive Director as it gave the Officer significant cause for concern. He acknowledged that he was aware that there were some issues. It was agreed that the service would draw up an action plan outlining what measure it would take to address the current staffing concerns.

This will be the subject of a recommendation.

A training programme on 'dealing with teenage behaviour' was planned for the future.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

1

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

The young people were able to assess and improve the quality of the management and leadership of the service by participating in the forums previously outlined in Statements 1.1, 2.1 and 3.1. These forums could be attended by members of the senior management team as demonstrated by the School Council. There was good evidence within the minutes of these meetings which verified that staff members and management took on board what the young people were saying and endeavoured to ensure that their concerns were addressed appropriately.

Young people had been consulted on service developments such as a possible outreach service and the new community resource.

Young people spoken with stated that they found managers to be 'approachable' and 'fair'. They had also been interviewed by the Internal Auditor on this subject

The draft Participation Strategy outlined ideas for 'future involvement in the service' by young people, carers and stakeholders.

Areas for Development

The service had made progress with this. They acknowledged that they needed to develop the involvement of young people and carers more in this area and that the participation strategy played an important part in that plan.

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

There was a clear management structure within the service and good professional development opportunities within the Kibble campus as a whole. Staff were able to have a variety of experiences within both a 'secure' and 'open' setting.

There was a shift leader system in operation which promoted responsibility amongst staff. The service was using the Operations/Service Managers meetings more to promote leadership. These meetings were attended by the Executive Director. Through the internal Employee Development Review system questions would be asked as to how staff would like their role to develop within Kibble.

Staff achievements were recognised within team meetings, supervision sessions and the intranet. The newsletter was going to be developed further.

Minutes of team meetings gave good evidence of staff participating fully in discussions and bringing forward ideas to improve the service.

Managers and staff had been consulted on the self assessment for the Care Commission and had participated in a grading exercise which informed the grades submitted by the service.

Areas for Development

Staff would welcome the opportunity have training on 'leadership' and this will be considered by the service.

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

There was good evidence that the service audits the service delivery in terms of improving outcomes for young people. The Internal Auditor (Operations) had made very good progress in this area with regular, impartial consultation with young people, carers, staff and stakeholders.

The complaints log was completed regularly and audited by the executive Director. A complaints return was also submitted quarterly to each placing authority.

The Officer spoke with Members of the Board to clarify their quality assurance remit. The Board received regular reports from the Executive Directors and stated that they felt they were well informed about the progress of the campus.

The service had developed, submitted and implemented an action plan to take account of the 'main points for action' from the previous integrated inspection.

The service was proactive in making notifications to stakeholders, the Care Commission, SSSC and other professional bodies

Areas for Development

The service had made good progress since the last inspection in the area of 'self evaluation' and recognised that further work was required.

Kibble has a large campus and it was acknowledged that communication between departments could be improved e.g. the use of the intranet.

The service should consider what action they have taken in response to feedback from stakeholders and carers and evidence how this has improved the service.

CCO Grading

4 - 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 6 recommendations from the previous inspection. Progress with them is as follows:-

1. The issue of de-briefings for both staff and young people will become a recommendation to ensure that this practice continues to improve and that all young people and staff are offered a de-briefing as soon as possible after the event.

See Quality Statement 2.2.

This recommendation has been met.

2. The reasons why there was a high level 'Supine Torso' holds should be investigated with a view to decreasing the number of times this hold is used.

See Quality Statement 2.2.

This recommendation has been met.

3. A risk assessment must be undertaken for each boy to determine whether it is safe for him to hold a key to his bedroom.

See Quality Statement 2.4.

This recommendation has been met.

4. The staff within Kibble should promote smoking cessation more proactively.

See Quality Statement 1.3.

This recommendation will continue.

5. The garden area within (Sk) unit should be developed to ensure it is a safe, pleasant outside space.

The Officer spoke with the Director responsible for the refurbishment of the units. Assurance was given that this garden area was a priority and the work would be undertaken in the spring. This recommendation will continue however if this garden has not been developed by the next inspection the Care Commission may consider taking formal action.

See Quality Statement 2.1.

This recommendation has been met.

6. Two of the residential units (M) and (Sk) were in need of refurbishment, particularly in the bedroom areas.

See Quality Statements 2.1 and 2.4.

This recommendation has been met.

Requirements

There were no requirements.

Recommendations

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.

Standard 6.1

2. Staff should continue to promote Throughcare and Aftercare provision for each young person and ensure that there is a co-ordinated approach to throughvare across the campus.

Standard 16.

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

Standard 3.1

This recommendation is continued.

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.

This will be the subject of a recommendation.

Standard 7.3

Jackie Calder

Care Commission Officer