

Inspection report

Kibble Safe Centre Secure Accommodation Service

Goudie Street
Paisley PA3 2LG

Inspected by: Jackie Calder
(Care Commission Officer)

Type of inspection: Announced

Inspection completed on: 23 July 2008

Service Number

CS2007144296

Service name

Kibble Safe Centre

Service addressGoudie Street
Paisley PA3 2LG**Provider Number**

SP2004007042

Provider Name

Kibble Education & Care Centre

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

Announced

Inspection Completed

23 July 2008

Period since last inspection

6 months

Local Office Address4th Floor
1 Smithhills Street
Paisley
PA1 1EB
Tel: 0141 843 4230
Fax: 0141 843 4289

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 19 young men being accommodated with the approval of the Care Commission. The reception bed within the Safe Centre was being used for a short period of time.

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

Quality of Care and Support - Grade 4 - Good

Quality of Environment - Grade 4 - Good

Quality of Staffing - Grade 4 - Good

Quality of Management and Leadership - Grade 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 three days on the 7th, 8th and 23rd July 2008. On day one the Officers were there from 9am to 10pm, on day two the Officers were there from 9.30am to 5.15pm and on day three the Officers were there from 2pm to 6.30pm.

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 Isobel Dumigan, Team Manager.

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

Evidence

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

Discussions with 10 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
- staff training records
- staff supervision 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
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

The Care Commission received an action plan from the service detailing how it would meet the 'main points for action' arising from the last inspection which was an integrated inspection with HMLe.

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 at length with 10 young people and had brief chats with several others. Feedback from the 14 completed questionnaires is also quoted.

The questionnaire asked 'Overall, how happy are you with the quality of care you receive here? the responses were:-

Very happy - 2

Happy - 11

Don't know -1.

Comments received in conversations were as follows:-

'Some staff are 'brand new, they treat me with respect'.

'I think staff should stop doing checks every 15 minutes. I would like to be able to clean my own room'.

'Staff help me with my behaviour, they tell me to 'go to my room and chill' out if I am cheeky'.

'I know about my Kibble Journey, my keyworker goes through it with me'.

'Sometimes staff take a long time to answer your buzzer'.

'I use the grumbles book which is discussed every week. I attend young peoples' meetings and staff and Who Cares? deal with any complaints.'

'I have a good relationship with night staff.'

'I like playing football here and the pool is good too. I have asked for BMX bikes.'

'I don't like the food, sometimes the portions are stingy'.

'The staff are good, there is someone I would talk to if I had a problem'.

'I was involved in recruiting staff for this place-I enjoyed it'.

'We are listened to here, staff are fine, you like some better than others.'

The young people brought up other minor issues which were discussed with the Manager for his consideration.

The young people also raised some environmental issues which were discussed on days 1 and 2 of the inspection and these had been addressed by the service when the Officers returned on day 3.

View of Carers

The Officers were unable to speak with any carers 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

Young people in the Safe Centre were encouraged and supported to express their views through a variety of ways.

The school has 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, sky TV, clothing, computers, Education Maintenance Allowance, smoking and homework. There was very good evidence of these issues being listened to and acted upon. An example would be feedback to the young people on the issue of homework where it was agreed that young people could do their homework where they chose to and not just in their bedrooms.

The Who Cares? Scotland representative stated that the school council meetings were "run really well". He confirmed that the service was "really proactive" and he felt that the young people were listened to and their opinions valued.

Young people spoken with and records reviewed verified that the "grumbles book" in each unit was well used. The grumbles book was used by the young people to record any issues or concerns in an informal way. The issues they highlighted were discussed weekly at the unit meeting and, where possible, dealt with. The Officers reviewed the "grumbles books" and noted they were well used and there was evidence that staff and the management had addressed the concerns raised.

Young people were able to use a confidential complaints form and a comments box. The service had had a 'complaints forum' in March 2008 which directly addressed some of the complaints raised by young people. The forum was chaired by the Manager of the service and minutes of this meeting evidenced that many of the complaints raised were discussed and resolved.

At the time of inspection the service had received 44 internal complaints from young people and review of these by the Officers showed clear evidence that the service had investigated all the complaints and there were action plans in place to resolve the matters. One such complaint was about staff members wearing jewellery. The service addressed this issue promptly and introduced a policy about staff wearing jewellery.

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 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. A representative from Kibbles' Advocacyworks project had also attended meetings to give an independent overview of the consultation process.

The Internal Auditor produced an evidence folder for the Officers which verified that young people had been consulted on: care planning, welcome pack, choice of activities, school

council, accommodation, incentive scheme, education and service comparison. The young people verified that their opinions had been sought.

The service had undertaken a food survey to respond to comments made by the young people about the food. An improvement action plan was drafted in response to these concerns and the Cook left a 'comments card' for the food on a daily basis. The Officers sampled the food which was good quality and there seemed to be a good selection on the menu. Fresh fruit was seen in every unit during the walk round.

All young people confirmed that they received a copy of "who to talk to" on their admission to the Safe Centre and these leaflets were seen in every unit.

The service had introduced a postcard system at reception 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 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

There was good evidence that young people within the Safe Centre were supported to make choices and achieve their potential. This inspection visit was conducted over the summer holidays and within the confines of a 'secure service'. Young people had been involved in drawing up the summer education programme and throughout the visit were seen to be enjoying football with input from a professional, badminton, swimming, the use of the yards and garden furniture, mechanics and other sports.

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. Young people interviewed confirmed that they were involved in this new format and they seemed to be well versed in what the 'Kibble journey' meant to them and their future and they stated that they felt more involved in their care plan. Staff and young people confirmed that they also addressed areas such as triggers, coping strategies and behaviour. The 'Kibble journey' was reviewed and updated regularly. Some young people confirmed that they could access their care plan files at any time.

During the inspection there was good evidence of the service promoting the rights and choices of one young man in particular who asked to speak with the Officers. This young man was due to leave the service soon and Kibble was striving to put in place a package of support to help him to have a successful move from secure care. The service was encountering barriers, such as funding, to these plans but was continuing to support and advocate on this young mans' behalf.

Young people confirmed that they had access to Who Cares? Scotland representative as and when required and knew that they could complain or discuss an issue with him. Not all young people were aware that they could complain to the Care Commission.

There was evidence that the service had seriously endeavoured to promote choice both individually and collectively. This was seen in personal plans, minutes of unit and council meetings and in conversations with young people. Young people stated that staff 'helped and supported them 'and 'I know what my plan is when I leave here and staff are helping me with this'.

The young people had been consulted on the incentive scheme used within the Safe Centre. Amendments were made following this consultation and the new scheme seemed to working better with fewer complaints from the young people about its application.

Young people were encouraged to develop some skills such as washing the dishes after meals and making snacks in the small pantries within each unit.

Areas for Development

All young people should have the 'Kibble Journey' paperwork within an agreed timescale. The 'Kibble Journey' should have measured outcomes for young people. The Officers were advised that this was a 'work in progress' and would be more apparent at the next inspection.

Some young people had asked that the barber be available more often than the current monthly arrangement but this had not happened. The Officers were advised that one reason for this was that some staff were under the impression that 'the Care Commission say that you can only have a haircut once a month.' Young people should be able to request to have their hair cut as often as they wish within reason. This will be the subject of a recommendation.

Staff should not use the Care Commission as any form of punitive response to young people.

Staff must be aware of their responsibility to promote independent skills for young people.

This is undoubtedly a challenge within a secure setting however staff must promote self care skills wherever possible. There was little evidence of the young men being supported to do things for themselves. 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

The service employed a full time LAAC (Looked After and Accommodated Children) nurse who, when interviewed, demonstrated a good knowledge of individual young people within the service. The LAAC nurse stated that staff from the three units had received training in medication administration, mental health, suicide prevention and first aid. Interviews with staff verified that they had received this training and had found it to be very useful. Arrangements were in place for an agency nurse (who has secure accommodation experience) to cover during the LAAC nurse's annual leave.

The service had a well developed medication policy and procedure and staff and young people confirmed that they were aware of it.

The service was linked to a local GP and dental practice and the attending GPs visit the service weekly. This arrangement was working well and appropriate arrangements were also in place should a young person require to see a GP on an emergency basis.

Part of the procedure for a young person being admitted to the Safe Centre was that a health assessment was conducted by the LAAC nurse within 72 hours of admission. A review of individual case records confirmed this to be the case. There was evidence in young peoples' case files of specialist health professional involvement such as speech and language therapist and CAMHS (Child and Adolescent Mental Health).

A healthy eating programme was in place and sampling of the food during the inspection demonstrated that young people were offered a good variety of healthy nutritious home made food.

The service has an infection control policy and procedure and the Domestic Services Manager and her team were responsible for ensuring that infection control issues are dealt with appropriately. During the inspection, young people were seen to be encouraged by staff to wash their hand before meals.

Each unit had an outside recreational area and this was observed to be used by young

people to play at football and other physical activities. During the inspection the service had organised training events including football and swimming in the well equipped pool. Young people stated that they "really enjoyed" the physical activities organised by the service. One young person stated that he couldn't swim and was in the process of receiving lessons.

Areas for Development

A staff training audit had been completed and staff had identified the need for training in food hygiene and infection control. The service was arranging for this training to take place. Sexual Health was also identified as a training need.

The service identified the need for materials to promote healthy lifestyles to be available in different formats ,such as DVD or the use of Kibble intranet, which may be of more interest to 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: 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

Young people spoken with confirmed that they were able to raise issues relating to the environment on an individual basis with staff and via the weekly unit and monthly school council meeting forums. Issues which had been addressed recently were equipment for the fitness room, sports pitch and nets over the courtyards to stop footballs going over.

Young people interviewed were complimentary about the environment. They stated that, on the whole, they were happy with the building, the facilities and the decoration.

Staff spoken with stated that they thought the environment was 'working' and 'still in a good state of repair'.

One young person had vandalised his bedroom door (which was repaired quickly) and had had to pay for the door to be painted. He felt that this was unfair but the Officers were satisfied that this was a fair way of ensuring that actions had consequences and that the damage was repaired timeously.

The service was piloting a remedy for the noise level within one of the units and it was noted that these measures had improved the acoustics and that it was easier for staff and young people to hear each other and the echo was reduced.

Visitors to the Safe Centre were encouraged to make comments about the service. The Internal Auditor had collated feedback received from families and professional over the period of March 2008 to June 2008. Comments received were 'the space available is ok', 'the visitor room is good-it has a toilet attached' and 'the reception area requires attention it is too unfriendly'. One young person had expressed concerns to his care manager that the unit was 'too small and claustrophobic'. The service had arranged a visit for the care manager to check for appropriate space and this was satisfactory.

Areas for Development

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. This was raised at the last inspection and will be the subject of a recommendation.

The reception area requires attention as comments received state that it is 'unfriendly' and 'jail like'.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

1

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 protected within the Safe Centre. They advised the Officers that bullying was dealt with swiftly by staff and inappropriate behaviour was always challenged.

One young person stated that he felt "safe and secure" in Kibble and that when he was 'cheeky' staff intervened with appropriate sanctions. He said they encouraged him to "go to your room and chill out".

Viewing panels were outside every young person's bedroom room to ensure that staff members were able to monitor the young people to ensure that their safety, wellbeing and behaviour was not a concern.

CCTV was in place in all areas other than the bedrooms and lounge/dining rooms. The CCTV was monitored by trained staff within the Operations room. This measure was part of making sure that the young people, staff and the environment was safe and protected. The service had a drug search policy on display at reception and they also required all visitors to walk through a metal detector.

There was good evidence that the service responded to the individual needs of young people. One young person was allocated two workers at all times to ensure he did not harm himself or others.

Staff were trained in Safe Crisis Management (S.C.M.) which is the physical intervention method preferred by the service. Young people and staff were given the opportunity to be de-briefed following an incident. 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 service was aware of a high level of usage of one particular 'hold' and this was being discussed with staff.

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.

The manager mentioned that the service had recently been visited by Environmental Health and that there had been no issues.

Areas for Development

The Officers walked around the premises on several occasions. Both staff and young people

made comments about the cleanliness of the pantry areas within the units. The Officers examined these areas and found the level of cleanliness and infection control to be unsatisfactory. It is important that these areas are kept clean and free from potential hazards. This will be the subject of a recommendation.

The service should continue to monitor the level and type of physical 'holds' used with a view to reducing the number of holds which take place on the floor.

The manager stated that there had been a shortness of cleaners due to sickness absence and this was having an impact on the cleanliness of the premises.

Some of the viewing panels had faults and were being sent to the manufacturers for repair.

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

Young people within the Safe Centre have their own rooms which they can personalise. Staff showed respect for their privacy and were observed knocking on a bedroom door before entering and advising a young person that they were going to look through their viewing panel before they did so.

The social areas used by the young people were well furnished and decorated with pictures and rugs. These areas were bright and spacious with a good level of sunlight from a wall of windows leading out to the courtyards.

The service had a variety of games consoles which the young people enjoyed playing. There were books for the young people to read and there was a desk in each bedroom to assist young people to study. Young people had access to TV's, music systems and computers where appropriate.

The Internal Auditor had interviewed the young people and staff and asked about the environment. The majority of young people and staff stated that they felt valued and respected. This was confirmed in conversations with the Officers.

Areas for Development

The service hopes to develop the Kibble intranet which will keep young people informed of developments within the Safe Centre and will give young people another way to comment

and participate on the service.

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

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, 'key time sessions' and Parents Nights.

The Internal Auditor had collated comments about the staff from carers and professional visitors. Examples of the comments received were 'we are happy with the staff, they keep us updated', and 'I have found the staff to be knowledgeable and very person centred. I felt that staff were focussed and picked up on areas that had been missed in other placements'.

The service had recently involved three young people from the Safe Centre 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 Manager was also considering how the views of young people could be sought on those staff members who were on 'probation' pending a permanent contract.

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.

Most 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.

Staff presented as being knowledgeable and committed in respect of the role they had in protecting the young people and keeping them safe.

Kibble had recently launched their 'Men Can Care too' Project to support the gender balance within the service. 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

Some staff reported to the Officers that their induction had not been as robust and comprehensive as staff that had started when the service opened last year. A few staff reported that they had received no induction or had received a very basic introduction to the service. The Officers were of the opinion that this was inadequate for the needs of this highly specialised service.

Discussion took place with the Manager, the Internal Auditor and the Operations Managers on this issue. It was discussed that it was difficult to ensure that all staff received comprehensive induction if only a few were starting at any given time. The main concern raised by the Officers was that these new staff members may have residential child care experience (as some staff were coming from the open campus and other child care settings) however they were receiving no induction specific to the task of working in a secure environment. It was agreed that staff starting in the future would receive a 'condensed' induction but it would include aspects relevant to working in a secure unit. When the Officers returned to conclude the inspection on day 3 measures had been taken to ensure that the induction training did include 'secure' aspects - it was called 'Safe Centre Walkthrough Training'. It will be a recommendation that all new staff participate in the 'secure unit specific' induction training. Progress with this will be monitored at the next inspection.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

1

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 and committed. 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 the service had been at full capacity for a few months and this had been managed well. The young people spoken with stated that they 'liked most of the staff' and there was 'always someone to talk to if you needed to'.

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. Recent training undertaken was manual handling, fire, Young Minds, Autistic Spectrum Disorder and report writing. Staff were subject to an annual appraisal.

There was a high level (92%) of staff within the Safe Centre who had a qualification suitable for registration with the Scottish Social Services Council.

The service had undertaken a training audit and had revised the training manual accordingly. Staff participated in team development days which influenced the service development plan.

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.

The LAAC nurse was currently completing a PhD on the health and wellbeing of looked after and accommodated young people.

Most staff interviewed felt well supported by the management team and all spoke highly of the Manager of the service.

Areas for Development

Morale had noticeably dwindled since the last inspection due to staff shortages and some staff members working excessive overtime hours. Weekend staffing was reported by management and care staff members as being a problematic area mainly because some staff from the open school come in to work there "who have no experience or training in secure accommodation" and that this "makes the job harder with the boys".

Other staff members who were working excessive hours stated that they were tired with the extra shifts - some said they "don't feel able to say no" and that "sometimes I struggle" and

"there is no one else to do it". Other comments included: I will "burn myself out" and "experienced members of staff are not being replaced" and " Young people are becoming aware of the staffing issue"

Management and the Board were very conscious of this particular issue and were working to address it. The Officers were advised that there had been an embargo on staff recruitment which had recently been lifted. The Men Can Care Too Project had been launched and it was hoped that some part time staff would be available to work in the Safe Centre.

The staff were able to give the Officers specific examples of where they had been 'pushed' to cover the rota, where the skill mix and gender mix of staff had not been as good as they would have liked and where staff felt 'vulnerable' and 'overstretched'. The Officers were assured that the care and welfare of the young people was not being compromised however the staffing situation requires to be addressed. Ideas from staff to address this issue were:-

1. Recruit full time/part time workers more quickly.
2. Better communication between the Safe Centre and the open school to assist with covering shifts.
3. Cover sickness absences as soon as possible.
4. Review whether the current staffing arrangements meet the needs of the service.

The service should draw up an action plan to address the staffing issues and submit it to the Care Commission. This will be the subject of a recommendation. The staffing situation will be closely monitored by the Care Commission.

The service should ensure that all staff are trained in Safe Crisis Management and that refreshers take place as outlined in the training guidance.

The service should ensure that L.S.C.I. (Life Space Crisis Intervention) techniques are available to all relevant staff and that refreshers take place so that skills are not lost.

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 in 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 'complaints forum' and 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 spoken with stated that they found the Manager of the service to be 'approachable' and 'fair'. They had also been interviewed by the Internal Auditor on this subject. Feedback had been given to the Management team to support development within the service.

The draft Participation Strategy outlined ideas for 'future involvement in the service' by young people, carers and stakeholders. Of those who expressed a view the preferred consultation method would be a 'face to face' chat.

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.

It will be recommendation that the service consider and demonstrate how the involvement of young people and carers can influence its' strategic development.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

1

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.

Staff achievements were recognised within team meetings and supervision sessions.

Staff teams were involved in a 'service development plan' annually.

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

All units had strong managers who presented as a team wanting to support their individual staff groups. They all had aspirations on how to develop the service and how to take these ideas forward.

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.

The Manager of the service promoted decision making and leadership within the service by delegating tasks and giving staff member's particular areas of responsibility such as devising the incentive scheme.

Areas for Development

Management and leadership training was planned to support newer managers to become more confident in their roles.

The service hoped to increase the number of development days to have regular staff input into the strategic development of the service.

The service should consider how they make leadership training available to all staff and how they evidence that they promote staff autonomy and decision making more strongly in a supportive environment.

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.

Young people, carers and staff had participated in an integrated inspection by the Care Commission and HMLe, at the beginning of the year, with positive results.

The service was currently using the Care Service Assessment Tool to evaluate the service and set targets for the next year.

The service had completed the 'How Good is your Throughcare and Aftercare Service' self assessment and was currently producing a realistic action plan for future development.

The operations managers completed a monthly audit within their area of responsibility in the Safe Centre.

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

The Officers spoke with Members of the Board to clarify the role they had within the safe Centre and their quality assurance remit. One of the Board members had been proactive in visiting the units to speak with young people and staff to elicit their views regarding service delivery. The Board received regular reports from the Manager (Executive Director) and stated that they felt they were well informed about the progress of the Safe Centre. The Board members will continue to visit the Safe Centre either for meetings or informal visits to get to know the young people and staff and to raise awareness that young people and staff can speak with them.

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 six 'main points for action' arising from the previous inspection of the service. This inspection was integrated with HMle. Progress is as follows:-

-Review policies to ensure that they are still relevant to the needs of the young people and reflect up to date best practice.

Several policies had been reviewed, such as the incentive scheme, to ensure that they met the needs of young people. The Manager, Internal Auditor and staff will continue to review the policies to ensure they are fit for purpose. This action point has been met.

-Staff should receive regular, formal supervision as per the Safe Centre's policy and procedure.

The Officers interviewed staff throughout the inspection. There was a variable response to the frequency of supervision. The Internal Auditor did an exercise and checked the frequency which appeared to be satisfactory. The service should clarify with staff what constitutes supervision. This will be monitored at the next inspection. This action point has been met.

-The echo and noise within the units should be addressed.-if addressed within the action plan then this may be removed.

This has been fully addressed within the report. See Quality Statement 2.2

-The Board, senior managers and staff should put rigorous and strategic self-evaluation in place.

The senior managers and the Internal Auditor have put in a lot of work around self-evaluation which can be evidenced throughout this report. This action point has been met.

-The service must ensure that each young person has a comprehensive care plan informed by the assessment process with a view to improving co-ordinated planning.

The service have introduced the 'Kibble Journey' for each young person. This supported the young person to be more involved in decisions regarding his care and was more person centred. This action point has been met.

-The service must continue to improve the curriculum and extend the length of the school week.

This will be discussed with HMle.

The Officers would like to thank the young people and staff for their cooperation and time during this inspection.

Requirements

There were no requirements made at this inspection.

Recommendations

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

Standard 9

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.

Standard 16.2

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.

Standard 5

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

Standard 5

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

Standard 7

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

Standard 7.3

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

Standard 7.9

Jackie Calder
Care Commission Officer