

Kibble Safe Centre

Secure Accommodation Service

Goudie Street
Paisley
PA3 2LG

Telephone: 0141 889 0044

Type of inspection:

Unannounced

Completed on:

30 August 2018

Service provided by:

Kibble Education and Care Centre

Service provider number:

SP2004007042

Service no:

CS2007144296

About the service

Kibble Safe Centre is a secure accommodation service that provides 18 secure beds for young people aged from 11 to 18 years. Located in Paisley, Kibble Safe Centre is administered by a voluntary board of trustees on behalf of the Miss. Elizabeth Kibble's Trust.

The service is inspected annually in an unannounced inspection. As well as being inspected by the Care Inspectorate, the safe centre is also subject to joint inspections by Her Majesty's Inspectorate of Education (HMIE), known as Education Scotland, at four-year intervals and is registered with the Registrar of Independent Schools.

The service has indoor recreational facilities, including a swimming pool and small gym. Individualised programmes are put in place for young people by the Specialist Intervention Service (SIS).

The accommodation for the young people is a single, en suite bedroom which has fixtures and fittings designed to limit self harm. Living areas are suitably equipped and furnished, with a small satellite kitchen and dining area.

The safe centre has perimeter security that is supplemented by CCTV, which is monitored by a designated team of staff.

This service has been registered since 14 June 2007.

What people told us

We had conversations with all the young people during our inspection, having individual interviews with 12 of them and having a number discussions with them over meal times. Most young people stated that they thought the service was of a high standard, stating that they felt "safe" and "valued". The following were comments from young people:

- "They are spot on with everything."
- "You give respect and you get respect."
- "If you need to talk, there is always someone there."
- "They have really helped me to calm down and deal with things better."
- "They have really helped me a lot. If you buy into it, there is no end to the help you can get."
- "It's actually ace."
- "You get the best possible support here. You can always find someone who has time for you."
- "I get on really well with my key worker."
- "I have regular contact with my key worker. Education is alright."
- "Yes they listen to me. They do nice stuff. Help me at breakfast time - make me toast and things."

- "The place is really nice - just have a look."
- "They are really good at their job. I've never been restrained but I've seen it and it's done safely."
- "We've had a great summer, we had our paddling pool, we did scuba-diving, Parkour, and bought some other stuff."
- "If I have a worry or a complaint I can go and speak to staff."
- "I feel loved. I have achieved in my placement."
- "I think it's really good here. Staff are really good at understanding us."
- "We go on outings and all the basic things are well taken care of."

We interviewed a number of parents who were very satisfied. Their comments were as follows:

- "Kibble has been a Godsend, can't be any more positive."
- "Staff are excellent."
- "Every member of staff cares for my child."
- "Health is well catered for."
- "I am given a regular report and anything we need is carried out."
- "I have regular reviews where I can talk about my son."
- "It's been great and a real place where I can get help for my son."
- "Every member of staff speaks to me with respect."
- "They are fantastic, the management run this place very well."

We also sent out a questionnaire to social workers who placed young people within the centre. We received eight responses. All were extremely pleased with the outcomes that young people were achieving within the service. Their comments were as follows:

- "Management are always contactable and attend Looked After Child reviews to support the key workers. Overall, Kibble have offered my young person a positive environment to address their issues. The health and emotional care needs were met and additional support provided where required. Having education on site has offered the young person the opportunity to achieve better educational outcomes. I believe that this has been due to the consistency of him attending a school on site and the additional opportunities that they offer."
- "The Well Tree programme has been excellent in offering the young person counselling to address past and current issues as well as offering support to the key professionals who work with them. More recently they have also been able to offer family therapy work through the family support service to enhance and promote the young person's relationship with his mum in the hope that he can safely be returned home in the future."

- "I think the quality of care and support provided by Kibble is to a high standard. All health needs are met. My young person has engaged and achieved in education and new opportunities are open to her with regards to her education."
- "My young person is included in decision making and is offered new opportunities, such as joint work with the elderly and volunteering in the local care home."
- "I find this unit furnished to a high standard as well as offering communal living space and her own privacy. The reception area offers additional security."
- "Management appear to be 'hands on' and know that young people in their care."
- "The comfort aspects are excellent. Staff are 1:1 ratio so this gives a high level of monitoring and security."
- "The young person gets on well with all the staff and has a very good relationship with his key worker and co-key worker."
- "Staff have a high level of knowledge and skills and communication with me is very good."
- "The young person benefits greatly from having a committed staff group who know him well, in particular a good working relationship with his key worker who he has known for a number of years now."

There were also one comment which indicated that the services could improve. Both elements were passed on to the management team. These were as follows:

- "The weekly synopsis could be more informative and could include the SHANARRI headings which is more helpful and focused."

Self assessment

We did not request a self assessment prior to the inspection. We used the service's own self assessment. This used the new Health and Social Care Standards to benchmark the progress they had made within the last year. The service also supplied individual unit evidence folders and service improvement plans to allow us to evidence the areas that they had developed.

From this inspection we graded this service as:

Quality of care and support	6 - Excellent
Quality of environment	5 - Very Good
Quality of staffing	6 - Excellent
Quality of management and leadership	6 - Excellent

What the service does well

We found that the performance of the service was excellent for the quality of care and support, the quality of staffing, and the quality of management and leadership and was very good for the quality of environment. The

service encouraged and supported young people to participate in all aspects of their care. Staff were found to have formed excellent relationships with young people and their families.

All young people were fully involved in care planning, risk assessment, and behaviour support plans. These recorded all aspects of their behaviour and took account of the best strategies which were put in place to help young people get the best possible outcomes. We found young people had regular opportunities to meet with their key worker and have targeted individual sessions to address their needs. All of these elements ensured that young people felt valued and listened to. These all contributed to young people having excellent outcomes.

All young people had fantastic opportunities to gain educational qualifications at school but also had opportunities to be involved in innovative work programmes. Many young people had the extensive opportunity to undertake work experience, work placements, and paid work at KibbleWorks. We found several young people who had achieved notable success and exam results, Scottish Vocational Qualifications (SVQs), college placements, and also gain apprenticeships which led to full-time employment. There was an exceptional focus on achievement where young people could gain a range of skills that would help them move on.

The service offered an exceptional range of diverse activities designed to ensure young people had positive experiences during the summer. There were many therapeutic and innovative activities planned to ensure that young people had access to a variety of new experiences. This included scuba-diving and free running, as well as conventional sports such as football and tennis.

The service had exceptional health assessments and treatment plans which were carried out by the specialist looked after and accommodated children (LAAC) nurse. This ensured that young people had all their basic checks and immunisations and that they had follow up appointments with general practitioners (GPs) and external health professionals. The service had an exceptional Specialist Intervention Service (SIS) which provided expert therapeutic input and programmes to help young people. This was well received, with young people commenting on the high quality support that they received.

The centre also benefited from regular clinical input from a consultant psychiatrist who provided an open clinic for young people every three weeks and, in addition, carried out consultations for staff. This ensured that the most vulnerable young people had immediate access to mental health services when they need it.

The medication system was comprehensive and was housed in very good storage facilities. It was found to contain accurate and up to date medication. The system was audited regularly. Staff were found to be knowledgeable about medication which was due in part to their competency training.

There has been outstanding transition planning across both services, including staff accompanying young people to the south of England and staying over for a few days to meet the young person's family and to help the young person settle. Similarly, in the community house, transitions have been well planned in detail, taking account of the young person's feelings and ensuring that key staff are available to support the transition. This helped ease these stressful events into manageable, enjoyable experiences so that young people could successfully move on.

Very good attention was paid to the security and monitoring of young people. Bedtime routines ensured that young people were supported to have a settling period prior to their bedtime. Staff were very knowledgeable on the importance of sleep hygiene which combined with quality interaction meant that young people were found to be well rested. Staff knew young people extremely well and knew their individual routines. We observed young people being cared for and nurtured at bedtimes to a very high standard.

The service had made considerable progress addressing previous areas for improvement. The paperwork on safeholds has been developed and reviewed. This has resulted in clearer recording of all these incidents. We found all were completed, that young people were supported well with Lifespace interviews, and that staff were all receiving a debrief. We found that there was a clear focus on reducing physical interventions and that there was the use of an incentive scheme in the centre which was building on positive affirmation and had also reduced the use of sanctions. Young people were experiencing a positive culture that enabled them to manage and reflect on their behaviours.

An outstanding strength was the service's focus on working directly with families. The service had direct family work which ensured that families were engaged in therapeutic work. We were able to see the positive impact for some young people and their families, with young people and families being given support strategies which enabled smooth transitions directly back home from the safe centre.

We found that the public areas were bright, spacious, and well decorated. All areas were found to be attractive and well maintained. The service had continued to develop the lounge areas and games rooms to be more homely with soft furnishings and curtains. We noted that two of the units had been redecorated and fitted with new flooring. This had resulted in them being extremely comfortable.

There were exceptional recreational facilities, with a swimming pool, large games room, gym, and a well resourced outdoors areas, including individual courtyards and a 4G pitch.

Staff managed the environment well in terms of being a supportive presence.

The building had effective security systems which ensured that movement of young people was closely monitored throughout the centre with CCTV. These measures, assisted with high levels of staffing, helped young people feel safe and secure.

There were very good recording systems for all accidents and incidents, including a register and recording system. This ensured that all incidents were monitored, reported, and evaluated to ensure that any learning was reflected back to staff to improve practice.

We also noted that there had been considerable investment in the fabric of public spaces. The centre was in the process of developing their family meeting rooms and had taken advice from designers and young people to ensure they were fit for purpose. We were also able to view the redevelopment of the kitchen space which will ensure that young people have access to a more homely and functioning space.

We found the performance of the service was excellent for the quality of staffing. We found that staff were all very experienced, enthusiastic, and fully committed to ensuring young people had the best possible outcomes.

Staff were recruited and selected using best practice. The interview process was rigorous and included the young people. The service was exploring avenues to help young people get formal accreditations for this skill.

Prior to starting to work at the organisation all staff have to complete an online training programme. Thereafter induction, mentoring, and training opportunities were exceptional. There was a trainee program which was innovative. Trainees were supernumerary and had excellent training opportunities. Trainees had designated mentors and had opportunities to learn/train/shadow experienced staff. At the end of their year they were guaranteed an interview for a job with the organisation. There was a commitment to growing their own staff who were committed to the shared values of the organisation.

Established staff had exceptionally good opportunities to develop professionally. Most staff had an SVQ 4 as a minimum standard. There was a real focus on training trainers and encouraging staff to learn and share learning. Staff were enthusiastic about the opportunities they had, which evidenced that this was a rich learning environment where staff were encouraged to continually develop. This was an organisation with a real focus on learning and development for staff. Staff at all levels had access to gaining master's level qualifications and staff were regularly contributing to conferences, both national and internationally.

The service had recently redesigned their supervision and appraisal system to make this less cumbersome and more reflective. This has been well received by the staff group. All staff had opportunities to be supported and supervised throughout the organisation. Other opportunities included regular team meetings and handovers, where we saw practice and reflection being used to ensure that young people's needs were being met. The service had external support programmes to ensure staff were well supported, both in and outside work. This included use of counselling services as well as reduced fees for gym memberships. The service had a well developed wellbeing group that put programmes in place to ensure staff were emotionally and physically well.

Staff teams were fully involved in the improvement of the service with regular development days and the creation of individual unit development plans to ensure improvement at all levels.

We gave some advice about the aspects of privacy involving a personal complaint. The service agreed to alter this immediately.

There was a well organised system of duty management which ensured that there were always senior managers on site to deal with day-to-day events and decisions which need an immediate response.

There had been considerable investment in ensuring there were excellent working relationships with advocacy services (such as Who Cares? Scotland). The service had access to two full-time workers for all young people within the service. There was an embedded culture of advocacy which ensured that young people had an outside agency involved in maintaining their rights within the organisation and externally. Who Cares? Scotland have been fully involved in giving young people a voice within the organisation.

Young people were actively involved in participation at all levels of the service, from day-to-day decisions, young people's meetings, external consultations, and innovative consultations directly for the organisation. There was a superb family network which ensured that parents' voices were heard at board level. The service had a variety of systematic ways of getting the views of young people, parents, staff, and external stakeholders which were gathered, analysed, and informed the service's improvement plan.

We found excellent auditing processes within the service. This ensured that the service was continually improving all aspects of the service.

The service had a clear strategic plan which was clearly about improving the service and having young people at the heart of this development. These were some exciting times, as the organisation had invested in a number of innovative developments. The service had secured a researcher who is analysing the outcomes of young people over time to ensure that the service is maximising possible outcomes. The organisation had invested in having a new director with a focus on changing the service's culture to be fully trauma informed. The service will use and create research-based practice which will ensure young people have maximum opportunities to have life changing outcomes.

The service responds well to external commissioning and inspections where they fully act on all the recommendations and areas for development. The organisation continually implements clear action plans which ensured that the service continually strives for improvement. The service had already used the new Health and

Social Care Standards (HSCS) to benchmark their organisation with a self assessment document which was be used to ensure that young people have the best possible service.

What the service could do better

The service should continue to have regular audits of the environment and we look forward to seeing the further areas that have been targeted for redevelopment at our next inspection.

We had discussions with the service about staff shortages earlier in the year. This had been resolved and we spoke about contingencies that they had put in place. We were reassured by the approaches that the senior management team had already put in place to address these issues.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Inspection and grading history

Date	Type	Gradings
31 Aug 2017	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing Not assessed Management and leadership 5 - Very good
3 Jun 2016	Announced	Care and support 6 - Excellent Environment 6 - Excellent Staffing Not assessed Management and leadership Not assessed

Date	Type	Gradings	
24 Aug 2015	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good 5 - Very good 5 - Very good 5 - Very good
30 Jan 2015	Unannounced	Care and support Environment Staffing Management and leadership	6 - Excellent 5 - Very good 5 - Very good 6 - Excellent
20 Aug 2014	Unannounced	Care and support Environment Staffing Management and leadership	6 - Excellent 5 - Very good 5 - Very good 6 - Excellent
21 Jun 2013	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good 5 - Very good 5 - Very good 5 - Very good
10 Jan 2013	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good 5 - Very good Not assessed Not assessed
25 Jul 2012	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good 5 - Very good 6 - Excellent 6 - Excellent
6 Mar 2012	Unannounced	Care and support Environment Staffing Management and leadership	6 - Excellent 5 - Very good Not assessed Not assessed
10 Jan 2011	Announced	Care and support Environment Staffing Management and leadership	6 - Excellent Not assessed Not assessed 6 - Excellent

Date	Type	Gradings
27 Aug 2010	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing Not assessed Management and leadership Not assessed
9 Feb 2010	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing 5 - Very good Management and leadership Not assessed
7 Oct 2009	Announced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and leadership 4 - Good
22 Jan 2009	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 5 - Very good Management and leadership 4 - Good
23 Jul 2008	Announced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and leadership 4 - Good

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