

Kibble Safe Centre

Secure Accommodation Service

Goudie Street
Paisley
PA3 2LG

Telephone: 0141 889 0044

Type of inspection:

Unannounced

Completed on:

11 December 2019

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.

The Care Inspectorate is a member of the <https://www.nationalpreventivemechanism.org.uk/>. A group of organisations designated to monitor the treatment and conditions of those people who have been deprived of their liberty. This includes children and young people in secure care.

What people told us

We interviewed most young people who stayed in the three houses in the centre. We also had numerous meals with them and observed them taking part in a number of activities. We spoke to young people on an individual basis and also as part of groups while sitting at the dinner table and relaxing in their lounge areas. Most young people stated that they were, overall, satisfied with the service that they received. All young people stated that they felt safe and protected from abuse. We observed exceptional relationships with staff and, again, young people stated that they had staff that they could talk to about any of their worries or concerns. The following comments were made by young people:

- "There's a good structure and a good routine. It's fair, not one rule for one and one for another."
- "It's like being part of a family. They're more than willing to sit and talk to you."
- "It's made me realise that you can aspire to be what you want to be."
- "Education is brilliant. The teachers are dead kind."
- "It's a life-changing place to be. I am happy to be here for the next three months."
- "Kibble works. It is excellent. It's 100% down to the staff."

- "Staff make the big difference. They will always make time to talk to you."
- "It is excellent. I would give it six out of six."
- "All staff are dead supportive; dead kind and supportive. You see them as being in charge but also as a friend."
- "It feels more like a safe house than a jail. It's a nice environment."

We also spoke to five parents. Three parents were spoken to by telephone and we also talked with two other parents of young people while they were visiting their child. They all stated that they were very satisfied with the service. They said that, on the whole, there had been no major issues. They had enough time to get to know staff and make good relationships. One parent commented that they felt that the service took safety and security very seriously and felt that it was "really professionally run". Comments from the other parents included:

- "He seems to be really happy."
- "He has done nothing but improve. I have had nothing but good reports."

One parent spoke to us pertaining to an issue of concern. However, the parent was satisfied that it had been dealt with and that the service had resolved it. This was shared with the service during the inspection.

Self assessment

We did not request a self assessment. However, the service provided a new benchmarking tool and also an up to date service development plan.

From this inspection we graded this service as:

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

Quality of care and support

Findings from the inspection

We found outstanding relationships between young people and staff. Young people indicated that there were mutually respectful relationships and that staff were clearly focused on meeting their needs.

All young people's needs were clearly identified at an early stage with a comprehensive psychological assessment which indicated the care path (journey) which assisted most young people achieving very good outcomes. These journeys included regular programmed work with a key worker but also the additional inputs from the service's therapeutic team, the SIS. There was an exceptional list of therapies (including regular weekly visits from a masseuse) that young people had access to help them address their previous trauma. All plans had

a targeted approach and used the wellbeing indicators, as well as a monitoring tool which monitored young people's achievement.

The service had continued to develop their innovative approach to ensuring that young people had life fulfilling experiences. Since last year they have employed an activity coordinator who has set up a programme of events and activities which runs throughout the whole year. We found young people making exceptional progress in music, both performing and recording. There had been use of animals, outside community groups, and also access to a range of alternative fitness groups, such as Zumba and also boxercise.

Young people are also being given access to facilities to grow their own food. This gave them an insight, both in respect of good health and nutrition, but assisted them to build their self esteem and achievement. A 'bush tucker trial' type activity encouraged healthy eating through using a devised board game to try different food experiences. These aims were in accord with the trauma-informed approach the service is in the process of developing.

As well as these opportunities, young people were given the opportunity to take part in accredited activities and they were involved in doing Duke of Edinburgh and Sport Achievement awards, as well as other accreditation through the education department. Most young people indicated that they enjoyed education. There were high levels of attendance (95%) and many young people gained a range of qualifications even when they were not in care for any lengthy periods. Additional educational opportunities were also provided to young people through qualified short courses, such as goal setting, communication, or conflict resolution. This provided opportunities for young people to gain certificates of education in shorter time frames. The service also was able to access additional skills programmes. Currently two young people were using the KibbleWorks programme which is an exceptional employability scheme where young people gain skills to enhance employment opportunities. This had enabled young people to gain apprenticeships and also a route into gaining qualifications at college.

The service recognised the need to expand their approach to supporting young people to achieve moving on skills. The service has recently been accredited for doing a tenancy and citizenship award and two young people and staff are currently undertaking this new qualification. This will be rolled out to the whole of the organisation in the next year. This development is welcomed.

Young people benefited from the on-site nursing service, with the looked after and accommodated children (LAAC) nurse carrying out comprehensive health assessments on admission and ensuring that young people followed up on medical appointments and courses of treatment. The LAAC nurse was available to young people for support for minor ailments and provided effective support for smoking cessation. Staff responded kindly to young people who didn't feel well.

There were robust systems in place for managing medication, with appropriate storage facilities, clear record-keeping, well trained staff, and rigorous audit systems ensuring that young people received their medication promptly and in line with their prescriptions. The service had just purchased a new scanning system which will provide efficiency regarding the recording and administration of medication. The service had also reviewed and evaluated the response to certain medical emergencies and uniquely introduced a monitoring system whereby young people were provided the correct level of medical intervention at the right time.

Young people also benefited from access to mental health services, with 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 prompt access to mental health services when they needed it. Young people described how the support they received had impacted on their sense of health and wellbeing. One young person said, "I'm getting all the help I need. You've got all the services

- SIS and CAMHS [child and adolescent mental health services] - to help. And staff are always willing to sit and talk to you, and they invite you to talk to them".

The service had employed a researcher who was collecting data in all aspects of young people's lives. We saw how this data was being analysed and used in daily practice to impact the outcomes on young people's lives. This approach had helped staff identify areas where their practice may have to change to ensure that the quality of life for young people improved. The data gathered by the service researcher was providing invaluable information from analysis that saw immensely significant positive outcomes for some young people. The analysis gave insight into the incidence of self-harming behaviours and provided identification of strategies leading to greatly reduced occurrences of some behaviours.

Young people were involved in the day-to-day running of the service and there were regular opportunities for them to inform the development agenda of the service. Young people have been involved in consultation in every aspect of development from the development of the environment to the changes in catering and training of staff. The service had created an outstanding service handbook which young people and external professionals were involved in creating to ensure that it was informative and inclusive.

The service had continued to expand the use of advocacy and advocates are very visible in the lives of young people. Staff are also aware of the need to ensure that young people have access to their rights. There were mechanisms with the service that ensured that young people were listened to. There was also an effective complaints system which was well used by young people to express their dissatisfaction. Any issues were found to be investigated and responded to appropriately by the service.

The service acknowledges that there is a need to continue to improve the young people's care plans. We saw that there were plans in place to ensure that a new set of templates will be introduced and piloted in the centre. The service plans to take full account of their new trauma-informed approach and ensure that they incorporate SMART targets (specific, measurable, achievable, reasonable, and time-bound) and reduce duplication that we found in this paperwork.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 5 - very good

Quality of environment

Findings from the inspection

The setting was found to be very comfortable, furnished to a very high standard with the movement away from secure furnishing. This was found to create a welcoming and homely environment. We were particularly impressed with the way the lounge had used colour, pictures, and normal furnishing to make it a much more relaxed and softer place.

They had used young people's ideas for improvements, this gave the clear message that young people's opinions mattered and that the service acts on these opinions. In consultation with the young people and Who Cares? Scotland the décor of the young people's rooms had been altered to provide a balance between young people's views and expressed preferences and the need to consider risks and safety. Informal feedback from parents and young people appears very positive.

All young people had their flooring replaced in their rooms and their bathroom areas flooring upgraded. There was a commitment that all young people who were there for any length of time would have a say in the décor of their rooms to suit their taste. We saw many young people having the opportunity to have extremely creative paint effects on their walls to make them feel at home. It reflected their personality. Staff helped young people to use online shopping to shop for soft furnishings and posters for their rooms and we observed how much young people enjoyed looking forward to their parcels being delivered. This helped to create a genuine sense of belonging and ownership.

The service was found to be committed to continually investing and developing the whole environment within the service. The service had continued to improve the public areas of the service. All areas within the service had been re-carpeted and also re-painted. Particular attention was paid to the development of the emergency room which, in consultation with young people and the innovative design of the painting and use of young people's quotes, has made it less austere. The recently refurbished family room, designed by young people, provided an exceptionally comfortable and relaxing environment for family visits.

All aspects of the individual homes had been further improved with the investment in the courtyard with murals, relaxing furniture, and a paddling pool in the summer. The main lounge areas were found to be comfortable with the use of soft furnishings and breaking up the area to have 'chill out' areas. This has been a welcomed addition. The fact that the office was away from this area meant that staff were found to be focused on young people enjoying activities and routines. Every home has two small activity rooms, again these areas have been upgraded and furnished again to take on board young people's opinions.

The service had plans in place to further develop their approach to reduce the need to search children and there is a new scanner being purchased to change the culture and approach to searches in the service. This will assist the service with their ethos to reduce the trauma that young people are exposed to.

The service has an outstanding range of rooms, resources, and activities on offer for young people. This included a pool, sports hall, gym, IT suite, home economics suite, outside courtyards, as well as a 4G activity pitch. The pitch area is to be further developed to include an outside gym and a further area to grow plants and vegetables.

There were appropriate measures and safeguards in place to ensure that young people were free from risks. Young people stated that they felt safe and free from bullying. There was also appropriate procedures in place to ensure that staff were aware of child protection procedures and that young people were safeguarded.

There was a clear policy and procedure in place for conducting searches of young people, searches, and also the use of the emergency room. Young people commented that they understood that this was necessary to protect all those who were staying in the home and said that they felt that staff respected their privacy and dignity while this was being carried out. Staff carried out and recorded safety and security checks, indoors and out, on a shift by shift basis, helping to make sure that the premises remained safe and secure at all times. The service was investing in the purchase of a scanner to reduce the need for searches and also make the return from leave less intrusive. This advancement is welcome.

Well functioning arrangements for monitoring, maintenance, and repair of the service were in place. We found that repairs and replacement of damaged areas were replaced and repaired, in most cases, really quickly. Robust

food safety and water testing practices provide high levels of safety for children and young people. These are supported by effective quality assurance practices.

The service needed to ensure that all PAT (portable appliance testing) was carried out in keeping with their current practices. We also gave some advice about further development that could be made to the dining room to make the experience more homely for the young people. The service agreed to rectify these issues immediately.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 5 - very good

Quality of staffing

Findings from the inspection

We examined the safer recruitment practices. These were found to follow best practice. References and background checks were sought for all employees joining the service and young people engaged in competency-based interviews with all interviewees. Newly recruited staff had relevant experience and/or transferable skills. All new starts had to complete a varied and wholly relevant suite of training prior to starting in the service.

Young people had the opportunities to be involved in recruitment and selection. They were also involved in the production of a unique video for new staff to the safe centre and directly involved in the induction and training of all new staff to the centre. This was an innovative use of drama to get a clear message of what it's like to stay in a safe centre.

The service had recently improved and enhanced the induction process for the whole service but there was a specific safe centre induction which was thorough, comprehensive, and well planned. This, coupled exceptional well focused and unique mentoring within a probationary period, ensured that staff were well supported in the first year of their employment. This, coupled with the additional mentoring opportunities for staff, ensured that staff had access to ensuring that they were continually developed by the service.

The service had implemented a highly innovative trainee scheme which helped to ensure that there was a continuous supply of Kibble-trained staff to help to maintain a consistent work force. Staff who had entered the service by this route were extremely positive about the quality of recruitment, selection, training, and support they had received and felt very well prepared.

We observed a strong culture of the use of theory into practice and where staff felt enabled to professionally challenge each other but there was a clear focus on reflection and trying to get things right to ensure that they met the needs of young people. We saw this especially after young people were found to be in crisis.

The service had continued to build on their exceptional portfolio of training. This supported an outstanding range of learning opportunities from face-to-face to competency-based training and online training. There is a remarkable range of approaches to learning, including the opportunity for group and face-to-face training. All staff had access to registration level training but there was a clear commitment by the service to offer all staff additional specialised, tailored training for those staff who wished further individual fulfilment but also that met the needs of the service. We saw many staff at all levels getting access to advanced level tertiary qualifications, such as Master's levels courses. Staff described working there as having the "best training opportunities in Scotland" and being "proud to work in such a progressive organisation".

The manager was committed to ensuring staff were supported to be as healthy as possible so that they were able to access a expansive range of complementary therapies to meet their needs. There had been a pledge to providing a better work-life balance for staff. This has resulted in a new rota to ensure that staff had regular breaks and were not working numerous days in a row.

The service had also introduced counselling care for any staff member requiring this level of support. This was also seen to be imbedding the model of trauma-informed care to the service by providing emotional support to staff over and above regular supervision sessions.

There was a range of high quality and additional exceptional support services that staff had access to. There was counselling, physiotherapy, and gym membership which promoted high levels of support throughout the whole service. This, coupled with the range of formal mechanisms, such as supervision and appraisal, meant that the motivation and enthusiasm within the team was extremely high.

Given the intensive work being carried out by staff, particularly in relation to young people who were severely harming themselves, we noted that the SIS team was providing direct support to both staff and young people to help them process some of these very challenging situations. We were pleased to note that, at the time of the inspection, the service planned to extend this service to include night shift staff.

On the whole, we found that there was sufficient staff on most of the time and that staff were found to have time to provide care and support with young people that was found to be caring and nurturing. Staff were found to be incredibly committed to young people and we found many staff going the extra mile to ensure continuity in the young person's care.

All of the young people we spoke with during the inspection expressed extremely positive views of staff. Comments included:

- "First and foremost it's all down to the staff. They never say that they don't have time for you. It's like being part of a family - it feels safe."
- "All staff are dead supportive; dead kind and supportive. You see them as in charge but also as friends. They are really helping."
- "Staff make the big difference. They will always make time for you. I feel listened to."

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 6 - excellent

Quality of management and leadership

Findings from the inspection

Leadership was exceptionally strong. There was shared leadership at all levels with the manager, shift leader, and team members being involved, informed, and sharing practice in a coaching and responsive way. Leaders at all levels were very visible in the service and had a very open and respectful relationship with their staff group and with young people.

We found that the service was exceptionally led with a registered manager who had a clear vision for the service. They were found to be aspirational and committed to ensuring that young people got the best possible outcomes during their stay. This was underpinned by having a clear improvement plan which was continually informed by best practice but also informed on the direction of the whole service, which is to be much more trauma-informed and aware.

There were excellent continuous evaluations of children and young people's outcomes-based data collection by having an effective outcome monitoring tool and the exceptional resource of having a full-time researcher on the staff team. This was a remarkable approach where the service's researcher had conducted research into various aspects of the care provided and staffing. This provided data to be used both for evaluation of current practice with young people but also ensured that the service was continually moving forward with their improvement agenda and enhancing young people's outcomes.

Surveys were conducted with staff and young people. These were being reviewed quarterly to evaluate aspects of the service plan and plan further improvements. The service had also evaluated itself using the new innovative evaluative tool which incorporates the best practice documentation. This was highly innovative.

Staff were found to be able to make suggestions and improvements and that the management team were very responsive to ensuring that these improvements were made. We saw several examples of how flexible and responsive the management team was to ensure that changes were made to benefit young people and the service.

Exceptional quality assurance was evident at all levels within the service. This had continued to lead to improvement and development, and there had been a complete overhaul on the many numbers of processes. For example, searches, development of emergency room, safeguarding, and a tobacco-free environment, to name a few. This had led to improved inputs, such as recording, removing of incentive scheme, and little or no use of single separation. All of which have had an improvement of outcomes for young people and the movement of the culture and ethos to be truly trauma-informed.

Children and young people's views were central to the process of evaluation and they were well used in consultation and giving regular updates on improvement through school council and Kids Say meetings. We found that young people were also involved in national consultations.

The service has embarked on a remarkable programme of integrating trauma-informed practice with their current care and changing the whole culture of the organisation. This extensive process was well underway. Senior staff have been trained to a high level of understanding of the approach aimed for and this is now to be delivered to staff. This is being done through training sessions delivered by managers and supporting colleagues from the psychologist team. This approach is being integrated into all aspects of the service. For example, the training extends to kitchen staff in respect of how food and nutrition is affected by trauma (such as, why certain foods are craved). The next stage of this will be to introduce a dietitian to support this work.

The principle and practice of inclusion was embedded in the service. Young people's views were sought about all aspects of the service provision, from individual care plans to consultations about food, activities, décor, and unit plans. They were also supported to participate in national debates, including the Independent Care Review, and the new national standards for secure care. The service was committed to working co-productively on all aspects of service development.

Who Cares? Scotland had provided significant input in gathering young people's views. These had resulted in some significant changes already mentioned in this report. There was a rights-based approach in all aspects of the care of the service. It was evident that staff were very good at getting young people access to a range of advocacy services, safeguards, guardians, and lawyers.

Young people were all aware on who to raise a complaint to. There was a clear process in place where young people's complaints were investigated and they received apologies when something went wrong.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 6 - excellent

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Complaints

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

Enforcement

No enforcement action has been taken against this care service since the last inspection.

Inspection and grading history

Date	Type	Gradings
30 Aug 2018	Unannounced	Care and support 6 - Excellent Environment 5 - Very good Staffing 6 - Excellent Management and leadership 6 - Excellent
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 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 5 - Very good
30 Jan 2015	Unannounced	Care and support 6 - Excellent Environment 5 - Very good Staffing 5 - Very good Management and leadership 6 - Excellent
20 Aug 2014	Unannounced	Care and support 6 - Excellent Environment 5 - Very good Staffing 5 - Very good Management and leadership 6 - Excellent
21 Jun 2013	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 5 - Very good
10 Jan 2013	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing Not assessed Management and leadership Not assessed
25 Jul 2012	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 6 - Excellent Management and leadership 6 - Excellent
6 Mar 2012	Unannounced	Care and support 6 - Excellent Environment 5 - Very good Staffing Not assessed Management and leadership Not assessed
10 Jan 2011	Announced	Care and support 6 - Excellent Environment Not assessed Staffing Not assessed Management and leadership 6 - Excellent

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

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