

# Kibble Education and Care Centre School Care Accommodation Service

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**Service provided by:**

Kibble Education and Care Centre

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## About the service

Kibble Education and Care Centre is administered by a voluntary board of trustees on behalf of the Miss. Elizabeth Kibble Trust. Kibble is a residential school which provides care, support, and education for up to 59 young people between the age of 11 and 18 years, who are experiencing emotional, behavioural, and educational difficulties.

Since 2010, Kibble has been registered to accommodate both boys and girls. The service is inspected by us at least once per year on an unannounced basis. As well as being inspected by the Care Inspectorate, the 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 is situated within extensive grounds on the north side of Paisley. The service is a campus style with community-based units and provides a range of specialised and intensive provision. KibbleWorks, which is a social enterprise initiative, is off-site and provides young people with support and assistance into employment. In addition, Kibble provides an intensive fostering service which is registered separately with the Care Inspectorate.

The campus is divided into nine separate units, with all units having en suite facilities. All units have sufficient space for young people in terms of sitting rooms, games rooms, and dining areas. Young people have access to recreational facilities, including a swimming pool, gym, and football pitches. The educational centre on campus is a modern facility providing young people with high standard equipment and an environment conducive to learning.

This service has been registered since 1 April 2002.

## What people told us

We interviewed 25 young people from most of the houses. We did this individually and in small groups. Most of these young people indicated complete satisfaction with the care and support they received. Comments from young people included:

- "It's decent."
- "Yes, safe new."
- "Get on with most staff."
- "I'm fine with all staff."
- "I get on really well with my key worker."
- "Staff are very good at contacting social work regularly."
- "Yes, staff treat me with respect."
- "I like school."
- "I really enjoy mechanics."

- "I want to be here."
- "Restraint is done safely."
- "Most of the time staff listened to you."
- "You regularly get the opportunity to have young people's meetings."
- "Get home at the weekend and they support that."
- "Yes, I do life skills."
- "Young people don't really get on."
- "New care plans, yes. I have one but don't really know what."
- "This is a really nice place."
- "My room is fine, I get to personalise it."
- "Outside space is a bit \*\*\*\*."
- "That is a decent place to live, it's best."
- "Fine, it's okay I guess."
- "Yes, food is good."
- "Yes, the week after your health you get stuff that you're provided with."
- "I see my key worker every shift and have a chat."
- "Yes, I asked for time out."
- "I had a review last week. Family contact is good and my family get at access to family group."
- "Yes, I'm safe. School is going great."
- "I've had two restraints and these have been done safely. The duty manager always speaks to you after these."
- "Smoking was an issue in this place but young people get access to smoking cessation."

There were mixed opinions about the food. This was reflected back to the management team who gave a commitment to expanding involvement of young people making meals in their own houses as these cook nights were well received by young people. Comments included:

- "It's not the best."
- "It's not too bad."

- "We get too much chicken."
- "Aye, it's alright."
- "The Sunday roast is great."

We also issued 40 Care Standards Questionnaires (CSQs) and we had 13 returned. These were mostly found to be satisfied with the care they received.

We had 10 responses from social workers. We also spoke with two social workers during the inspection. Overall, very high levels of satisfaction was received. We were informed there may be some issues in one particular house. This was examined and is reported in the main body of the report. Overall, there were very positive comments. Comments included:

- "Staff dealt with family contact extremely well and were extremely professional."
- "Every child has a safety plan specific for them and an allocated key worker."
- "Leadership was described as excellent."
- "Staff team are friendly and want to do the best for the child. Setting is fantastic, care and support planned carefully."
- "Young person takes part in a range activities which has been a benefit as he is now working in a group setting."
- "KibbleWorks has been really good as it has allowed him to get qualifications, as he struggled in the classroom."
- "All built up trusting relationships."
- "Service managers were very hands-on."
- "Staff were committed to looking after the best interests of young people."
- "Clear communication between staff and social workers."
- "Good setting. It's clean and organised and a homely environment."
- "Young person is well informed and his views are sought at all times."
- "Environment has led young person to develop a more positive regard and working relationships with professionals."
- "Managers have been very professional."
- "Staff team have been very good and appear to be a cohesive team."

- "The setting has continued to improve and it's a lovely campus. An impression of investment and worth into the young people."
- "Good working relationships with social work."
- "The service supports young people's wellbeing and promotes their social and emotional development."
- "The service is very supportive of children and young people's wellbeing. Have gone above and beyond to support the young person placed there and am very happy. We continue to work with him and listen to him. All the staff team we have worked with have been fantastic."
- "They're very supportive of the young people. They build good relationships."
- "Care and support is well planned with each individual young person, taking into account their views."
- "I found it to be excellent supporting her emotional social needs."
- "Staff team have been excellent keeping me up to date on any issues or changing. Very good communication and have built up very good professional relationships with the young person which has enabled him to trust staff. Have also done family work to support parents and home visits which has been superb. There's care plans and a mobility plan so that they can access the community."
- "Since arriving, my young person is supported to have health assessments which has resulted in diagnosis being identified. The overall quality of care my opinion is of a high standard."

We also had very positive feedback from a social worker about the way that key staff had been able to engage a family who had otherwise been resistant to intervention. We observed sensitive, supportive communication with families. We felt that the service's approach to working inclusively with families was a key strength in securing positive outcomes for young people.

## From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

|   |               |
|---|---------------|
| How well do we support children and young people's wellbeing? | 5 - Very Good |
| How good is our leadership?                                   | not assessed  |
| How good is our staffing?                                     | not assessed  |
| How good is our setting?                                      | not assessed  |
| How well is our care and support planned?                     | 5 - Very Good |

Further details on the particular areas inspected are provided at the end of this report.

## How well do we support children and young people's wellbeing?

5 - Very Good

For a majority of young people living in the houses, we found they developed meaningful and secure relationships with those caring for them. These were based on empathy, compassion, and fun. We spent time observing young people and staff interact warmly. It was clear to us that young people tended to have built a really strong relationship with at least one person. We concluded that they always had someone they trusted to turn to when troubled and when they got things right, this was celebrated.

We looked closely at the physical contact the young people had with staff. It's important that this reflects the times young people need to be safely held for their own safety but also the occasions where touch is used to calm, relax, and build trusting relationships. We saw staff and young people interact affectionately and in warm caring ways. Touch was used sensitively and with a lot of thought. Similarly, staff knew when young people didn't like being touched and had recorded this in their personal support plans (PSPs).

Children and young people received a high level of respect from everyone involved in their care. Consistently, we found across all the services that respect was embedded. People appeared to think about how the young people wanted to be cared for and staff continuously reflected on how they could provide the best possible care experience.

We found that the service took safeguarding incredibly seriously. This was observed in their approach to risk assessment but also in taking the greatest of care to ensure the risks for young people were managed and reduced. We asked about discrimination and bullying and heard from young people in the houses that this was actively challenged but also the supervision by staff ensured that these issues were quickly picked up. All of the young people we spoke to said that they felt safe.

The approach to advocacy was exceptional. Who Cares? Scotland had an office on site. The level of promoting young people's views was prioritised. We heard from Who Cares? Scotland directly that they found the approach of service to be completely transparent. It is a wonderful example of joined up practice.

We heard that the organisation runs an LGBTQ+ group that fully respects the needs and diversity of all the young people. There appears to be a really accepting approach to young people. We found that staff were incredibly accepting of young people's wishes and needs. Diversity is not an issue and was celebrated.

We were aware that the service was looking at their staffing assessment and the introduction of a system to assess this. We had a discussion about the possible approaches to staffing assessment and gave some advice to the management team.

We saw young people being involved in choice and making decisions in all aspects of their lives. We found that staff were very good at responding to young people's individual support needs and were extremely skilled at accessing additional support that young people choose to be involved in.

We found that staff supported families and young people to have contact and keep in touch. This was found to be a core element of the support package where staff, on many occasions, supported this contact throughout the country. Some young people we spoke to really appreciated the help that their family had received, with one saying "they have been really good at helping my family - my mum is happy now".

Young people and staff had access to training on the safe use of the internet and benefited from inputs from skilled professionals and used partnerships with agencies, such as the police. The service had recently reviewed

their child protection guidance to ensure that it was in an easy read format and staff had training and were found to know exactly what to do when they received a concern. We found that the service appropriately referred to partnership agencies and that young people were well protected.

Education, learning, and training are a huge strength. The access to services on campus, and also off campus, ensures that daily structure is part of everyone's care plan. When young people don't engage there is a clear structure for dealing with this and the staff are creative in finding ways to motivate and encourage the young people. We also saw that young people were well supported to attend college and work placements. The service had an exceptional resource that helped young people gain additional skills for employment called KibbleWorks.

Given the high risk nature of the young people looked after, the outcomes for some young people were remarkable. We believe this comes from a culture of ambition and celebration. The young people did not talk of actively striving for success but given their historical outcomes this would not always be part of their narrative. However, we found young people telling us they had made progress as a result of Kibble staff helping them move forward.

We saw young people taking responsibilities in their houses and were gaining additional skills, such as washing and cooking. We look forward to the service embedding their citizenship qualification and expanding this throughout the campus.

We acknowledge that the service had increased their notifications over the last year due to the change in guidance. We did, however, offer some additional advice regarding what information was required in the notifications. The evidence pertaining to notifications were examined and we are found to be satisfactory.

Children and young people experienced nurturing, therapeutic care provided by staff who have a very good understanding of their individual needs, based on extensive training and reflective practice. This has enabled young people to better understand their own feelings and behaviour and to develop strategies to manage these. Almost all of the young people we spoke with were able to tell us how this had enabled them to make progress in relation to their own situations. Young people felt stronger, calmer, and happier as a result.

Through the development of trusting relationships, staff worked skilfully with young people to help them to manage their emotions and avoid an escalation of distress. They made excellent use of clear communication and de-escalation to avoid physical intervention, which was only used as a last resort. The organisation operated to the highest standards of evidence-based practice in relation to restraint and, at the time of the inspection, was in the process of applying to be recognised as being compliant with the Restraint Reduction Network Standards, although this is not as yet a requirement in Scotland.

There are highly effective systems for appropriate recording, debriefing, and analysing physical restraint, which is overseen by an independent Physical Intervention Monitoring (PIM) group. This includes representatives from Who Cares? Scotland, the police, and chief social work officer. The service is continually striving to reduce the level of physical restraint used and, for example, has not used the most restrictive holds, including prone, for the past four or five years. Almost all of the young people we spoke with told us that they felt that where restraint was used, this was done fairly and for the right reasons. One young person said: "It's to help you calm down and just breathe".

Children and young people's health needs were met. They benefited from holistic assessments and prompt referral to primary healthcare services. Through positive role modelling, encouragement, and praise they developed self care skills.

Young people told us that they liked the structure and routines provided at Kibble and although they were not always happy with some of the restrictions placed on them, in terms of leisure time and bed times, several commented that they felt that their lives had improved as a result of improved structure and routines. The service placed a high importance on establishing good sleep routines, recognising the benefits for young people's physical and mental health and wellbeing. Several staff had completed Sleep Scotland training and had worked successfully with young people to positive effect.

Staff were skilled and knowledgeable about mental health issues. We saw an excellent examples of staff recognising and responding to young people's presentation, with the result that early assessment and treatment was sourced to the immediate and longer-term benefit of the young person.

The service had a Special Intervention Service (SIS) which provided high quality therapeutic support to young people. There was holistic and specialist interventions that allow young people to be assessed and then receive ongoing therapeutic work. There was ongoing work to fully embed a model of trauma and attachment-focused care in every house. We heard that this was work in progress and looked forward to seeing this embedded in the year to come.

We heard from young people that they had benefited from the intervention of the SIS team and this has had a direct impact on their outcomes. The family service works directly with the young person and their family which is a unique and specialist support.

We checked medication arrangements in all the units we visited and found consistently good practice, including involving young people in understanding and signing for their own medication where this was appropriate.

It had been brought to our attention there were some issues pertaining to one particular house. We examined these and found that these had been addressed by the service. There was a clear plan and progress had been made to improve the weaknesses. There has been recent feedback from external professionals who also indicated clear improvements.

## How good is our leadership?

This key question was not assessed.

## How good is our staff team?

This key question was not assessed.

## How good is our setting?

This key question was not assessed.

## How well is our care and support planned?

5 - Very Good



We observed strategies that were informed by research and best practice that support the best possible outcomes for young people. Young people that we tracked were all found to be making very good progress in all aspects of their care and there was a clear commitment to young people having a positive future.

Young people were fully involved in contributing to their plans and benefited from staff encouragement and support to achieve goals. We particularly liked the achievement record within the care plans which showed the real progress young people were making.

The service had undertaken a complete re-development of their care plans and were rolling out training and support for staff to undertake these assessments. Young people, family members, and external professionals all had a voice and were able to contribute to the planning, creation, and review of these plans. These were found to be comprehensive and took account of the wellbeing indicators and the trauma-informed approach that the service was aiming to embed. We particularly liked that health was a central feature of these plans and we could see real focus on young people's health needs.

All young people had dynamic personal support plans and risk assessments which were regularly discussed with young people. Staff had extremely good knowledge of how to best support young people with a range of complex additional needs. We observed staff using a variety of skills that were informed by best practice to an exceptional range of training (for example, Sleep Scotland training).

Most of the plans were of a high standard and were consistently audited to ensure that these were reflective of the current needs of the young people. The service was aware of any instances where there was elements of weakness and they were trying hard to address these with mentoring and additional training. We acknowledge that the service is in a transition period and look forward to seeing the further development of this new approach.

We found a real commitment to having a multi-agency and multi-disciplinary approach to the evaluation planning that young people experienced. There was a structure and process that ensured that there was a commitment from all involved in young people's care that they made progress. There was examples from every young person that we spoke to indicating that they had made progress and these achievements were recognised in the new care plans.

Plans and reviews were structured to ensure that they were accessible and meaningful for young people. We have seen a real commitment to ensuring the new format can use pictures as well as words to ensure that it is understood and meaningful for the young people.

## Complaints

Please see Care Inspectorate website ([www.careinspectorate.com](http://www.careinspectorate.com)) for details of complaints about the service which have been upheld.

## Detailed evaluations

|   |               |
|---|---------------|
| How well do we support children and young people's wellbeing?                               | 5 - Very Good |
| 1.1 Children and young people experience compassion, dignity and respect                    | 5 - Very Good |
| 1.2 Children and young people get the most out of life                                      | 5 - Very Good |
| 1.3 Children and young people's health benefits from their care and support they experience | 5 - Very Good |
| How well is our care and support planned?   | 5 - Very Good |
| 5.1 Assessment and care planning reflects children and young people's needs and wishes      | 5 - Very Good |

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