

Cochrane House School Care Accommodation Service

Kibble Education & Care Centre
Goudie Street
PAISLEY
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Telephone: 0141 889 0044

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Unannounced

Completed on:
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Service provided by:
Kibble Education and Care Centre

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CS2024000005

About the service

Cochrane House is operated by Kibble Education and Care Centre. Kibble's mission is to empower lives and fulfil potential through care, education, and opportunities.

Cochrane House provides a school care accommodation service for up to ten mixed gender young people of secondary school aged (usually from 12 to 18 years), who have experienced childhood trauma and who sometimes present with concerning behaviour or are vulnerable to particular risks.

The service consists of three adjoined terraced houses, with separate garden spaces.

About the inspection

This was an unannounced inspection which took place on 08 to 10 on June 2026. The inspection was carried out by two inspectors from the Care Inspectorate. To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- spoke with eight people using the service and two of their representatives
- spoke with twenty staff and management
- observed practice and daily life
- reviewed documents
- spoke with visiting professionals.

Key messages

- Young people felt safe emotionally and physically, supported by strong relationships and staff who understood their individual needs.
- Rights were well promoted, with independent advocacy and confidence to raise concerns a clear strength.
- Staff demonstrated good child protection awareness, supported by training, leadership visibility and trauma-informed practice.
- A balanced, risk-aware approach supported positive outcomes, though overnight checks and some practical areas (education access and food quality) require review.
- Strengthened leadership and management structures have improved consistency, staff confidence and team working.
- Leaders demonstrated a clear vision and commitment to continuous improvement, though changes require time to fully embed.
- Staff were well supported through training, supervision and role modelling, with further improvement needed in supervision consistency.
- Effective systems and staffing supported good outcomes, though recording, quality assurance consistency and SMART planning should be strengthened.

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 rights and wellbeing?	5 - Very Good
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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 rights and wellbeing?

5 - Very Good

We made an evaluation of very good for this key question. The service demonstrated major strengths in supporting outcomes for young people, with very few areas for improvement.

Quality Indicator 7.1 Children and young people are safe, feel loved and get the most out of life.

Young people felt safe both emotionally and physically. Staff showed a strong understanding of individual needs and supports, underpinned by detailed support plans that were regularly reviewed. Recent changes to the management structure have increased leadership visibility, enabling managers to provide timely advice, guidance and role modelling, contributing to improved staff confidence.

Young people were well informed about their rights and felt confident that staff represented their views. They also felt able to raise concerns. Advocacy arrangements were a clear strength, with all young people having access to independent advocacy, including on-site provision when required.

Staff and leaders demonstrated a good understanding of child protection processes. Policies and procedures were well embedded and supported by comprehensive training. Increased management presence further supported staff confidence and day-to-day practice.

Positive relationships were a key strength. Young people spoke warmly about staff, and these relationships supported positive outcomes. Staff had access to trauma-informed training, reflective practice, and the provider's specialist intervention service, which enhanced knowledge and capability.

There were very good plans in place to reduce restrictive practices, aligned with the ethos of the 'promise'. Restraint was used only as a last resort. The service promoted a balanced approach to safety and development, with positive risk-taking supporting young people to build skills in managing their own safety.

Where concerns about safety arose, the service responded appropriately, including increased monitoring. We found all young people were subject to overnight checks. While this was necessary for some, the service should review this to ensure it meets the individual needs of young people and does not impact on young people's privacy and dignity.

Young people's views and wishes were actively sought to ensure they experienced fun and new activities. All young people said staff were keen to get involved in enjoyable activities, leading to positive outcomes such as involvement in community clubs, small business opportunities and activities such as wild swimming. While planned activities were strong, spontaneity was more challenging due to the need to prioritise safety and manage risk.

Education was actively promoted, resulting in positive outcomes, including young people attending school regularly for the first time. However, staff reported delays in accessing education timetables for young people newly admitted to the service, and the provider agreed to review this.

Feedback on food provision was consistent. While individual preferences were recognised, staff and young people felt the quality of food provided by the kitchen could improve. Young people confirmed they had access to additional food purchased by the service and were consistently able to access sufficient food. The provider agreed to review this.

Maintaining meaningful family connections was a strength. Young people were supported to sustain relationships with those important to them, and staff worked effectively with families to promote communication and reduce barriers. Some young people told us this meant they were seeing their family regularly for the first time in years.

All young people had care plans in place reflecting their views. The service was trialling a new online system, which staff spoke positively about. We suggested that individual goals could be more specific, measurable, achievable, realistic and time-bound (SMART) to ensure clarity for staff.

Quality Indicator 7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights.

Staff provided consistent feedback about recent changes to the management structure, which have resulted in a more cohesive and consistent approach to care, positively impacting working relationships. Staff spoke very positively about the support provided by house managers, highlighting effective role modelling and a clear focus on staff development and succession planning.

Recent changes at senior leadership level have introduced a clear vision and renewed focus for the service. While positive, time is required for these changes to be fully embedded. Senior leaders demonstrated a commitment to continuous improvement and recognised the need for further development through mentoring and support to achieve greater consistency and improved outcomes.

There were effective arrangements to support young people through transitions. Even where decisions were made at short notice, these were informed by the needs and rights of both the young person moving into the service and those already living there. Discussions with staff and outcomes for young people indicated that matching processes were generally effective. However, the service should strengthen how it records the rationale for decision-making in relation to admissions and matching, including internal moves, to provide clearer audit trails.

Staff described feeling well supported individually and as part of the wider team. This included access to relevant training tailored to the needs of young people, as well as reflective group discussions, supervision and managerial role modelling. While staff reported feeling supported, we suggested improving the consistency and frequency of formal supervision, and it was positive that senior managers had already identified this as an area for development.

Recruitment processes were robust and aligned with safer recruitment protocols. Newly appointed staff spoke positively about both recruitment and induction processes.

Staffing levels were high and based on the individual needs of young people. There was recognition that management tasks required time away from the service, and managers spoke positively about the impact of additional allocated time to undertake these responsibilities.

There were effective systems in place to monitor service delivery, the quality of the environment and young people's outcomes, including oversight of medication management, care planning and house audits. Given recent leadership changes, there is a need to ensure greater consistency of quality assurance processes across all three houses, building on existing strengths.

Individual house development plans demonstrated clear intent and vision for improvement.

While these contained relevant detail, they could be strengthened by ensuring they are consistently specific, measurable, achievable, relevant and time-bound (SMART), in line with good practice.

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

To support the young people's wellbeing, outcomes and choice, the service should review their care planning and risk assessment processes. This should include but is not limited to:

- a) Ensuring that all care plans and risk associated documentation is fully reflective of the needs, views and wishes of young people.
- b) Ensuring that staff are fully aware of their roles in supporting young people, and that quality assurance systems ensure that these are regularly reviewed and updated to include relevant information.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My personal plan (sometimes referred to as care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices' (HSCS 1.15)

and

'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3.20).

This area for improvement was made on 8 November 2024.

Action taken since then

The service was effective in engaging young people and obtaining their views, wishes and preferences. Evidence of these was recorded within care plans and risk assessments. While these were subject to regular review and updating, staff were broadly aware of the overall goals. We recommended that the service further develop SMART targets to ensure all staff understand their specific role in progressing these goals, and to strengthen oversight by enabling external managers to more effectively track progress and identify barriers.

We were satisfied that the service had met this area for improvement, with plans to further develop its practice in this area.

Previous area for improvement 2

To support the young people's wellbeing and outcomes the service should ensure the correct numbers, experience, and skills mix are working within the service at all times. This should include but is not limited to:

- a) Recording their assessment of staffing needs in accordance with 'Records that all registered care services (except childminding) must keep and guidance on notification reporting.'
- b) Considering their ability to meet the needs of new and existing young people prior to new young people coming to the service. This should include assessment of staffing levels and training needs.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My care and support is provided in a planned and safe way, including if there is an emergency or unexpected event' (HSCS 4.14).

This area for improvement was made on 8 November 2024.

Action taken since then

The service had taken action to ensure that the correct number, experience, and skills mix of staff were maintained at all times to support the wellbeing and outcomes of young people.

The provider had clear and up-to-date staffing assessment in place that supported oversight of staffing levels and ensured that decisions were informed, planned, and responsive to the needs of the service.

During the inspection, we observed high staffing levels across shifts. Managers demonstrated a proactive approach to ensuring that less experienced staff were supported by more experienced colleagues. Staff spoke positively about this approach, confirming that they felt well supported in practice. They highlighted that the mix of skills, knowledge, and experience within the team worked well in meeting young people's needs.

We were assured that careful consideration was given prior to any new young person transitioning into the service. This included an assessment of staffing capacity, the complexity of needs, and any additional training requirements. Staff provided examples of bespoke training to support them to meet individual needs.

A clear training matrix supported managers to effectively plan shifts, maximising the skills available within the team, ensuring that young people received consistent and high-quality care.

We are confident that the service has met this area for improvement.

Complaints

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

Detailed evaluations

How well do we support children and young people's rights and wellbeing?	5 - Very Good
7.1 Children and young people are safe, feel loved and get the most out of life	5 - Very Good
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	5 - Very Good

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