

Kibble Safe Centre Secure Accommodation Service

Goudie Street
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Type of inspection:
Unannounced

Completed on:
1 December 2022

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 in Paisley which provides care and support to a maximum of 18 young people aged from 11 to 18 years.

Young people live in one of three houses, each caring for a maximum of six young people. Each house has single en suite bedrooms, well furnished and decorated communal areas and a secure garden.

Young people have access to a swimming pool, outdoor recreational area and gym. Onsite services include Mirin Academy (a school accessed by all young people living in the safe centre and inspected by Education Scotland), specialist intervention services, a campus cop (Police Scotland) and independent advocacy from 'Who Cares'.

The Care Inspectorate is a member of <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.

About the inspection

This was an unannounced inspection which took place on 22, 23, 24, 29 and 30 November 2022. The inspection was carried out by four 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 all of the young people living at the service
- spoke with care staff, support staff, managers and staff from the specialist intervention team
- spoke with Independent advocates ('Who Cares')
- observed practice and daily life across various points of the day and evening in all three houses
- reviewed documents
- spoke with key professionals and family members (by telephone)
- assessed responses from confidential questionnaires returned by 10 young people, 26 staff and three external professionals.

Key messages

- The commitment and resilience of staff to working alongside young people in crisis was exceptional.
- The integrated approach of the care and specialist intervention team was sector leading.
- There was an exceptionally positive mindset and culture in the houses where restrictive practices were very far down the line of possible strategies to manage challenging situations.
- There was a strong and inspiring culture of leadership.

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 evaluated the quality indicator 'children and young people are safe, feel loved and get the most out of life' as excellent, where performance was sector leading. Practice was highly effective, resulting in outstandingly high outcomes for young people.

We evaluated the quality indicator 'leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights' as very good. We found significant strengths and how these supported positive outcomes for young people.

An embedded and authentic culture of relational care was the foundation of the stability and predictability that young people experienced. We saw young people being able to express their needs, even when this posed risks to themselves and others, confident that staff could understand and consistently and effectively respond. The commitment and resilience of staff to working alongside young people in crisis was exceptional and led to young people feeling safety and care from the people looking after them. Young people and staff were seen to enjoy each others company in houses which were largely relaxed, happy places with laughter and fun.

We were hugely impressed by the integrated approach of the care and specialist intervention team, which was sector leading and had been hugely significant in the shared understanding, which equipped staff to confidently and knowledgeably support young people to understand complex emotions and make positive progress in their lives. As a result young people were able to describe feeling safer than ever before and making progress they never thought they would.

Risk and safety was underpinned by comprehensive assessment and support planning, shared and understood by a care team who were hugely thoughtful and highly skilled in their approach to the management of risk. We observed an exceptionally positive mindset and culture in the houses where restrictive practices were very far down the line of possible strategies to manage challenging situations, with therapeutic, respectful responses embedded in practice. Young people therefore benefitted from more sensitive, individualised support which did not focus on restraint or restrictive practices.

Staff were aware and alert to the potential of bullying and the power dynamic within the group. Knowledge and understanding of individual young people allowed staff to support and challenge potential bullying highly effectively. The strength of relationships, and the culture within the houses, empowered young people to express themselves and develop confidence, while supported by familiar staff they trusted to manage this.

Young people were made aware of their rights and were part of ongoing discussion about how this may inform their future. Independent advocacy was available to all young people, with excellent examples of where this had really improved outcomes young people. Young people brought their views to 'Our voice' meetings, with numerous examples of significant change as a result of their opinions being listened to and actioned.

Staff training, comprehensive procedures and processes and managerial overview, ensured that all staff were confident about their responsibilities in relation to safeguarding, and how they could support young people and be supported themselves. Relevant agencies were involved and informed, with an emphasis on

the right support for young people, both at the time and in the future.

Young people benefitted enormously from the breadth and range of onsite specialism to support their mental and physical health needs. The immediately accessible, dedicated team provided early assessment to prioritise need and co-ordinate health input, and had established relationships and pathways for young people to receive more specialist care when required. We saw how the collaborative process and ethos of shared understanding between the specialist intervention and care teams had ensured young people's experience of care and nurture was highly individualised and meaningfully embedded into informing the approach to care. This had created opportunities for some transformative work where young people were making remarkable progress.

There were really strong examples of connections between young people and their family being nurtured and restored leading to improved outcomes for young people's future lives which they reported to us as life changing. Some parents were hugely involved with the care, support and decision-making process for their children. A consistently warm and proactive welcome for families was impressively individualised and very respectful of individual needs.

There was a strong and inspiring culture of leadership, which influenced staff at all levels. Managers were highly visible, approachable and had good oversight, giving staff and young people confidence that managers understood and were responsive to the current needs of the young people and staff teams. They modelled the values of the organisation and inspired staff to do so. The ethos of care very firmly had young people at the forefront of all discussion and decisions.

Senior managers worked collaboratively with a range of external organisations to champion the needs and rights of young people and influence the future of the political and practice landscape. Senior managers had aspirational and forward thinking views. Staff had pride in being part of that forward thinking organisation, which in turn made young people feel valued - that they are looked after by people who want the very best for all young people.

Staff were safely recruited. Recruitment was in line with best practice guidance. Young people took part in the process of interviewing candidates, with their views taken into account when the final selection was made. The trainee programme provided an exceptional opportunity for learning and development and had proved effective in recruiting good staff. The welcome introduction of the senior practitioner role will, when embedded, provide additional support and mentoring for the staff team whilst also providing opportunities for professional development.

There were exceptional learning and development opportunities for staff at various levels, and posts, within the organisation. We were delighted to hear that young people had led on the development and delivery of some training. Trauma informed practice was evident within all the houses and staff could confidently describe the overarching principles to this. A rolling programme of training was regularly evaluated to ensure there was a solid foundation of knowledge that was well embedded.

Staff were well supported. There were clear mechanisms of support for people at different stages of learning and we were confident that all staff had access to regular support and supervision. This included the additional support of a specialist intervention worker allocated to each house, and who offered safe and supportive opportunities for staff to reflect on their own practice as well as understand the needs of the young people.

Kibble take a systemic approach to the evaluation of outcomes for young people. This approach is informed by National policy, guidance and best practice, and their part as an active participant in the development of

these. Across all quality assurance domains there were defined roles and responsibilities. The role of the newly appointed quality manager will be significant to the overview of consistency of approach, and high quality of continuous improvement. This ensured that young people got the best possible care and support.

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

We reviewed incidents and accidents as part of our inspection activity. Whilst it had not had a significant impact on practice we found the process disjointed. Some of the incidents we reviewed did not have a clear audit trail. The process of debrief, also intended to also act as quality assurance of documentation, was not effective in identifying or rectifying omissions in information.

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

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

This area for improvement was made on 4 March 2021.

Action taken since then

We were satisfied that significant improvement had been made in relation to the 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.com.

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	6 - Excellent

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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