

## Good Shepherd Centre Bishopton Secure Accommodation Service

Good Shepherd Centre Secure Unit  
Greenock Road  
Bishopton  
PA7 5PW

Telephone: 01505 864500

**Type of inspection:**

Unannounced

**Completed on:**

11 October 2018

**Service provided by:**

The Good Shepherd Centre Bishopton

**Service provider number:**

SP2012011829

**Service no:**

CS2012308171

## About the service

Good Shepherd Centre Bishopton is a secure accommodation service for up to 19 young people aged between 12 and 18 (including one emergency place; for a period of up to 72 hours). Young people can be admitted to the service through the Children's Hearing system on welfare grounds, or are remanded or sentenced by the courts.

The premises consist of three residential house 'units', each accommodating up to six young people. They are situated in the same grounds as The Good Shepherd Close Support, a school care accommodation service, with which it shares management, staffing, the majority of policies and procedures and most facilities.

Within each house 'unit' all young people each have an en suite bedroom and make use of a communal lounge, dining room and smaller sitting rooms.

Additional facilities include schooling through the services education facilities, a gym hall and fitness suite.

The service is in a rural setting near Bishopton, Renfrewshire. The service provider is the Good Shepherd Centre Bishopton, a private company limited by guarantee. The company is managed by a board of directors.

The service's overarching purpose is to provide a 'positive, life-changing experience to young people through individual care, education and skills development.'

The service registered with the Care Inspectorate on 30 August 2013.

## What people told us

During this inspection we spoke with young people within each unit, staff from each shift within each unit and unit managers. We also spoke with senior managers and personnel with responsibility for the secure unit maintenance, human resources and quality assurance; and contacted social workers for the young people.

We also issued questionnaires to young people and staff. We received seven replies from young people. All young people who responded reported that they strongly agreed that, overall, they were happy with the quality of care that they experienced in the service.

Seventeen staff responded to our questionnaires and all responses were positive overall; all reported being fully supported in their role.

One young person told us that the support they received within the Good Shepherd had positively been of benefit to them with regard to their mental health and well-being.

Social worker's gave positive feedback of the service; both from their view and the views of young people.

Comments from social workers included appreciation of the staff having 'a good knowledge and understanding of (x) and have been able to support (them) to get to a place of stability'.

One social worker commented that 'I would certainly use the service again and I have every faith that issues for any of my young folk would be improved if not resolved. Good Shepherd appear to have real commitment to the young folk they work with'.

Staff we spoke with gave very positive responses and comments relating to their role and the support they received.

## Self assessment

A self assessment was not requested from services during this inspection year. Service development plans were discussed with the service managers and the chair of the board directors during the course of the inspection.

## 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	5 - Very Good
Quality of management and leadership	5 - Very Good

## Quality of care and support

### Findings from the inspection

We found that the Good Shepherd Centre demonstrated major strengths in supporting positive outcomes for people. We found very few areas for improvement, and those that do exist we considered will have minimal adverse impact on people's experiences and outcomes.

Throughout the inspection we found strong evidence of nurturing practices.

Staff had a very high level of awareness of young people's needs; and we observed examples of positive modelling by the staff in pro-actively intervening to de-escalate situations and in appropriately challenging behaviours and language that had potential to escalate situations. We considered this positive practice to reflect the principles and the culture of the service. This was further borne out by comments received from placing social workers.

We were impressed with the solid assessments that informed well considered care plans and subsequently, the person centred programme of intervention. We were further impressed with the high levels of meaningful participation that staff had been able to engage young people in, in completing these assessments and plans. We noted that plans were regularly reviewed, as per regulation and best practice, to assess and monitor effective progress.

Particular strengths of the service related to the valuable outcomes for young people's education and health.

Efficient arrangements assured that young people's basic health care needs were fully addressed; young people were registered with GP's and dentist and supported to make and attend appointments.

The service had appointed a Children and Adolescent Mental Health (CAMHS) nurse and this role was in the process of being further established within the service. However, there was a high emphasis on positive mental health and well-being and there were several professional practitioners available to young people to support these needs.

In addition to this, the services' own wellbeing team delivered a broad range of evidenced-based interventions. We heard of significantly good outcomes for young people being achieved through the services trauma informed approach to care and staff's success in engaging young people in these interventions.

Young people were developing more positive relationships with staff and with peers. Subsequently, this level of support was accredited with contributing to the substantial reduction in safe holds that had occurred through the previous eighteen months.

The service had maintained the high levels of engagement with young people in education. All young people we spoke with were very enthusiastic about their education and we noted exceptionally high attendance levels.

Commenting on a young person's progress in education, one social worker informed us that, ' (x) was not attending education prior to her move to the Good Shepherd. Following engagement she was becoming more able to see that she could achieve good outcomes'.

We were further informed about the distance learning and college courses made available to young people in the centre and the consistency provided in their education through these; subsequently maintaining young people's aspirations.

We learned of continuing innovation within the education department with the development of a mental health award; which the department had worked diligently with to have recognised by the SQA. This has the potential to offer young people very significant and improved opportunities and outcomes. The Service's commitment to the Talking Hope Project was also recognised and the Inspectorate looks forward to evaluating the future development phases of this project and its outcomes.

The service Child Protection plan had been updated to take account of best practice and guidance and all staff we spoke with regarding these matters had a very good sound knowledge of the practices of supporting disclosure, recording and notifying concerns. Staff were very alert to the signs of these and some were researching further into how specific elements of these impacted on young people's well-being.

We spoke with the service transitions coordinator and heard of the success of one young person returning to their home community. This young person was beginning employment in a chosen skill and staff were waiting to hear of the young persons progress.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 0

**Grade:** 5 - very good

## Quality of environment

### Findings from the inspection

The quality and maintenance of the accommodation and furnishings where children and young people lived enabled them to be safe, healthy, achieve, nurtured, active, responsible, respected and included.

The service had involved Glasgow School of Art (GSA) in redesigning the young people's bedrooms. Some rooms had been refurbished using elements of the GSA's winning design and we found that the young people's views on these were mixed. Whilst there was appreciation of the redesigned en-suites increased levels of privacy and comfort some young people reported the beds were uncomfortable.

Whilst acknowledging the work and effort involved in refurbishing the rooms there is a need to continue to monitor and evaluate the impact of this refurbishment.

The environment was generally safe and secure with warm and comfortable public spaces; we noted that significant attention had been paid to creating a relatively homely environment whilst also considering the need for safe care. The service has a good range of public and private spaces providing plenty of room to do various activities and provide positive experiences for young people. The young people had access to, for example, sensory rooms, a quiet room and a large games room. They also had games, books, television and computer games for use in recreational time. In addition to the communal social areas there was access to smaller rooms to provide facilities for private meetings such as those with family and social workers.

Maintenance to equipment and repairs to fixtures and fittings were carried out timeously and we noted that the living spaces were of a very good standard with little or no damage evident.

Young people's physical health was promoted through purposeful opportunities provided through various sports and physical activities. Regular access to the fitness suite with cardiovascular exercise machines and weight machines together with regular time doing structured activities such as football or exercises on the trampoline gave young people opportunities to maintain and develop their health and fitness.

Young people had regular opportunities to make good use of the outdoor environment with several opportunities to support learning, health and wellbeing. For example, young people were growing fruit and vegetables, cycling and utilising the central courtyard for walking exercise.

The construction of an all- weather multi- purpose sports pitch was in the latter stages of completion and, once available to the young people, will provide positive options for young people. We also acknowledged the development plans for other outside areas and appreciate that these are to commence soon.

Young people and staff felt that the food options were limited and at times of poor quality. We understand that a staff issue may have contributed to this however it is our view that young people should have more spontaneity in relation to meal choices and food options; to include access to food preparation and cooking. We have identified this as an area for improvement. See recommendation 1.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 1

1. The service must ensure that young people should have more spontaneity in relation to meal choices and food options; to include access to food preparation and cooking where assessed as appropriate. This ensures care and support is consistent with the Health and Social Care Standards which state that:

1.33 I can choose suitably presented and healthy meals and snacks, including fresh fruit and vegetables, and participate in menu planning.

**Grade:** 5 - very good

## Quality of staffing

### Findings from the inspection

We found the quality of staffing within the Good Shepherd to be very good.

Staff placed great importance in building very high quality, positive relationships with young people. We observed them employing a nurturing approach to young people experiencing a range of emotions and behaviours. A high level of consistency within the teams membership reinforced this support and social workers we contacted spoke positively of this consistency. Social workers also commented on the excellent levels of communication by staff that had been maintained throughout young people's time there.

One social worker we contacted said they:

'...would happily state that the quality of staffing, from my experience was excellent'.

They spoke of staff working consistently to an informed approach, of being person centred and of working hard to achieve honest trusting relationships with young people.

Young people we spoke with also had high regard and respect for the staff. Staff were frequently described as both respectful of young people and of deserving respect.

We continued to be impressed with the very robust recruitment processes; involving challenging exercises that called for high levels of evidence of knowledge, skills and practice.

Staff new to the service told us that this recruitment process was followed by a highly supportive induction period. We heard how this accelerated staff's learning and understanding of the culture and ethos of the service and provided opportunities for reflective learning and peer feedback. Staff practice during their first twelve months was also subject to regular review and evaluation; all of which contributed to ensuring high quality staffing support and care for the young people.

Regular formal supervision involved discussions of a broad standing agenda. Staff's development as residential workers was therein reviewed and evaluated as was their understanding of the care and support of the young people. Staff reported feeling highly supported and valued through these supervision sessions and the appraisal system.

We found that a very good range of training opportunities enhanced and developed the staff's skill base and knowledge. This training significantly advanced staff's understanding of issues affecting the young people and further promoted best practice in supporting them toward positive outcomes. Staff told us of the varied opportunities for higher level training; such as post qualifying certificated training opportunities in Cognitive Behavioural Therapy and Masters levels in advanced residential courses.

We did however identify that all staff had completed training in areas of self-harm and suicide risk assessment and discussed this during feedback to service managers. We were assured that this training was scheduled on the training calendar.

Whilst we heard of high levels of consistency within teams there were occasions where staff from other areas of the sister service were required to support the young people. Consequently there was potential for staff with less secure experience and / or less developed relationships with young people in the secure units requiring to manage behaviour and incidents in the secure units. The service should therefore ensure robust and responsive monthly staffing level assessments identify the staffing needs as much as possible to minimise this occurring.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 0

Grade: 5 - very good

## Quality of management and leadership

### Findings from the inspection

The Good Shepherd Centre and Close support unit has a strong management team that is committed to working to deliver safe, positive and improved practice to assist young people achieve substantial positive outcomes. We therefore found that the service is performing at a very good level for this theme.

The director of service had recently left the Good Shepherd employment and the service was in the process of recruiting for this post during the time of the inspection. Whilst awaiting this appointment we found that the collegiate senior management group were maintaining the service operations very effectively.

There was further evidence of clear governance through various media, such as the services board audits and monthly reviews; these being further informed by board member visits and inspections of the service units and facilities. Overall we considered the service to be responding very well to external commissioning and external inspection.

A service quality assurance system assured that all aspects of the service were being appropriately monitored and examined. We met with the quality assurance manager who demonstrated the great extent of the service database; containing all records of young people's stay in Good Shepherd. This data base provided the means by which patterns could be analysed to look for areas of strength and areas of development.

Data for this quality assurance system was derived from a wide range of comprehensive monthly audits over nine domains from unit managers; which in turn ensured that practice was efficiently following policy and procedure. This audit process was overseen by the service manager to identify trends and recurring themes across service as a whole.

Staff were taking advantage of substantial leadership opportunities available to them through involvement in working groups; such as five year longitudinal studies of outcomes for young people transitioning from secure support.

Related to this, we heard about an exciting development in the services Talking Hope project which offers young people the opportunity to discuss their experiences; which in turn will provide a framework toward better outcomes for young people and young people's transitional outcomes.

On reviewing the service improvement plan we acknowledge that this was progressing whilst consideration had been given to the expected imminent arrival of a director of service.



The on-going elements of the plan were discussed during the inspection feedback; such as the finishing elements of the newly constructed sporting facilities, the young people's room refurbishment and the outcomes monitoring framework. We found that great progress had been made in these areas albeit that the sport facility was not yet in operation and the refurbished bedrooms were yet to be evaluated by young people and their view of the experience of living with them collated.

Many young people were accessing transitional support as part of their planned return to the community and this was evidencing some positive outcomes. However, due in part to the lack of contact with social work and family, this was not available to all. Whilst recognising that the service advocates for young people; and looks to have social workers and family maintain contact with young people there are occasions where this contact is not occurring and family intervention work is not maximised. On discussing this matter with service managers we are aware that the service is in the process of developing its own advocacy service. We commend this development and will look at this matter further during the next inspection.

### Requirements

Number of requirements: 0

### Recommendations

Number of recommendations: 0

Grade: 5 - very good

## 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

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

## Enforcement

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

## Inspection and grading history

Date	Type	Gradings
24 Jan 2018	Unannounced	Care and support 6 - Excellent Environment 5 - Very good Staffing 6 - Excellent Management and leadership 6 - Excellent
24 Jan 2018	Unannounced	Care and support 6 - Excellent Environment 5 - Very good Staffing 6 - Excellent Management and leadership 6 - Excellent
20 Sep 2016	Unannounced	Care and support 6 - Excellent Environment Not assessed Staffing 6 - Excellent Management and leadership Not assessed
9 Jul 2015	Unannounced	Care and support 6 - Excellent Environment 6 - Excellent Staffing 6 - Excellent Management and leadership 6 - Excellent
15 Sep 2014	Unannounced	Care and support 6 - Excellent Environment 6 - Excellent Staffing 6 - Excellent Management and leadership 6 - Excellent

Date	Type	Gradings	
27 Mar 2014	Announced (short notice)	Care and support	6 - Excellent
		Environment	6 - Excellent
		Staffing	6 - Excellent
		Management and leadership	6 - Excellent

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