

## 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:**

21 February 2020

**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 adjoining residential houses, each accommodating up to six young people. These houses make up part of the central building which also houses the education facilities, games hall and the service administrative offices.

These are also adjoined to The Good Shepherd Close Support service, a school care accommodation service. Both services share management, staffing, the majority of policies and procedures and several facilities.

Within each house 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 and an outdoor sports pitch.

The service is located in a rural setting near Bishopton, Renfrewshire.

The service provider is the Good Shepherd Centre Bishopton, a private company limited by guarantee and private company limited by guarantee and a registered charity 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.

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

During the inspection we spoke with several of the young people experiencing care in the service. Overall the comments from young people were positive; particularly with regard to their views of the service staff and of the education facilities.

Some young people spoke of their sense of achievement through the qualifications they had gained. They felt that the routine of education had really helped them:

"..its really good here. I've got three got qualifications since I've been here and before that I had nothing from school".

As a consequence young people were considering options they had previously thought closed to them.

Some who had experience of other secure care centres stated they preferred the support they received in the Good Shepherd to that of other secure services. When asked what they appreciated about the Good Shepherd they replied that they felt they benefited from the structure and routine and felt cared for.

One young person stated they felt secure was good for them as it offered protection from harmful behaviours they had become involved with. They stated they felt they were progressing in the service. They added that they knew they could trust the staff.

"Staff chat with me and support me with how I'm feeling; they know me, they know when I'm in a bad mood and how to support me".

Another young person told us:

"Staff are all brand new, very caring. The first couple of days were hardest but now if had to be secured I would rather it be here".

Young people also spoke of how staff maintained good relationships between young people and how this contributed to their secure feeling. " they listened to my point of view but they also chatted with me and helped me see how it was for (x -another young person).

One young person told us, "What they do here works".

## Self assessment

The Care Inspectorate did not request self assessments from services during this inspection year. We did discuss the service development plan throughout the inspection. Some elements of these discussions are incorporated within this report. Overall we found there to be a very strong drive for improvement

## 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 young 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.

One social worker commented to us 'This is the first time I've placed a young person at the Good Shepherd, and I have nothing but very high praise for the standard of care, the setting and the staff that work there'.

Another stated 'The Good Shepherd Centre (Secure) have made a positive impact on the life of my young person. They have kept everyone involved informed at all times and have been nothing but professional across each area of their service'.

There was clearly a strong emphasis on young people's well being. We were impressed by the very positive, strong relationships between the young people and the staff. Young people we spoke with expressed respect and appreciation for the staff; some naming particular staff they felt they had particularly trusting relationships with.

We observed staff demonstrating warmth, empathy and compassion for young people through good humoured exchanges and sensitive, caring responses. Through nurturing these trusting relationships with young people, very good outcomes were being realised with young people making positive choices. One example of this was the decreasing levels of challenging behaviours resulting in less restraints through effective interventions. In achieving these positive outcomes staff had also employed their understanding of the impact of trauma and attachment issues on young people's development and subsequent behaviour.

We found the service to also be strong on assessment of the young people's needs. Detailed and appropriate information from social work, the young people and their families, together with other professional assessments, contributed to a comprehensive assessment of the young people's needs and strengths. Care plans were written to SMART principles and were set against the well being indicators of safe, healthy, achieving, nurtured, active, respected, responsible and included. The service continued to add their additional well being indicator of hope to these indicators.

Young people's health needs were given equally careful consideration. All young people were registered with primary health care services and they told us of the benefit to their health through dental and optician appointments. Young people's immunisation histories were checked and any omissions addressed. They also had access to holistic therapies such as massage and reiki sessions; with some describing how these helped relax them or help them cope with anxiety.

The service nurse's very effective links with community health resources ensured that looked after and accommodated children's (LAAC) health assessments and reviews were conducted efficiently. Any health treatments or medical needs were subsequently accessed and continued as required. Young people spoke of their confidence in the care staff and medical staff to respond to their health needs.

On inspection we found robust medication management systems. Appropriate, secure and clearly identified storage facilities enabled medications to be safely managed. Staff were trained appropriately in both the administration and recording practices of handling medication. These practices were also subject to rigorous audit and quality assurance practices to maintain young people's health and well being efficiently.

In addition, the service had developed an SVQ recognised module in mental health and well being at level 4 and 5 and some staff and some young people had completed this module. Young people who had completed it spoke of the benefits they had gained from doing so.

The service had continued the positive emphasis on education being a high priority and there were very good levels of attendance. The education department had introduced a nurture hour that provided a gentle introduction to the start of the school day whilst giving staff the opportunity to identify any emerging difficulties for young people. Evaluations of this practice had shown encouraging results and the staff were reviewing this to aim for more improved effects.

As seen from earlier examples the young people we spoke with commented on how much they enjoyed school and spoke enthusiastically of the benefits they derived from it.

There was strong evidence of the young people's achievements through displays of their work and the awards they had received. They also spoke of the aspirations they had and knew what was needed of them to achieve these. Young people spoke of 'loving school'.

The service education department had previously developed a citizenship and tenancy award and young people were continuing to achieve this qualification. This was providing them with valuable life skills knowledge and promoted hope for the young people's future outcomes.

During the course of the inspection the service central court was being renovated. Young people's activity levels were however maintained through use of the multi sports area to the side of the service and good use of the games hall. Young people were also encouraged to promote skills they had or developing interests, such as sporting or musical activities.

We recognise that the management team work hard to ensure that young people's views are central to care planning and that their views were respected through engaging them in the early aspects of assessment and planning. Young people's views were also being respected through being involved in discussions relating to peer interactions, for example, through restorative discussions.

The service had recently introduced a recording system that was dynamic and comprehensive in gathering and recording staff and professionals views. We suggested the service may look to develop this further by involving the young people in their care plan outcomes recording.

## 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. We found the service to be providing a very good environment for young people.

One social worker from whom we received comments on the service stated '(The) Good Shepherd Secure Accommodation provide a safe and secure environment which offers a range of activities to residents'.

We were pleased to see that the service had continued to pay significant attention to creating a relatively homely environment whilst also considering the need for safe care. The secure service consists of three houses. Each house was decorated to a very good standard. The living rooms provided young people with a comfortable homely communal space for social interaction.

Additional rooms were available in each house for young people to play games, for recreation and relaxation, or to have quiet time with visitors or to spend time away from the group for privacy. Sensory rooms were available to young people who benefitted from having this resource and were being put to very good use.

There were separate dining rooms with good sized dining tables and these were used for mealtimes with young people and staff sharing positive mealtime experiences.

The young people we spoke with told us of how they liked their redesigned rooms and felt comfortable in them. We saw very good examples of where young people had personalised their rooms with pictures, posters and items of personal importance to them.

Young people had access to physical activity facilities such as a large games hall, a well equipped fitness suite and an outdoor sports area. We observed young people enjoying time with staff playing football. The central courtyard was in the process of being redesigned and work was well underway at the time of the inspection. Although this was inherently limiting in terms of outdoor time and space, good use was being made of the sports area. This was providing real benefit to young people as it facilitated fresh air and exercise and purposeful use of recreational time. Young people we spoke with commented favourably about the use of the sports area.

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. To enable this the service had developed a very good effective system for monitoring health and safety and environmental checks. This ensured the safe and secure operation of the service.

We had made a requirement during the previous inspection that young people should have more spontaneity in relation to meal choices and food options; to include access to food preparation and cooking were assessed as appropriate. We were pleased to learn that young people were enjoying being involved in food preparation and learning to cook or assisting with cooking fresh meals.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 0

**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 with staff continuing to place great importance in building very high quality, positive relationships with young people.

One social worker commented that:

'(The) Service has gone that extra mile to meet significant level of need. No other service in Scotland would offer a placement. Good Shepherd have excelled expectations for this young (person). (The service is) Very Good. Supportive, consistent and caring'.

Another social worker commented that they found staff to be 'Excellent: nothing but extremely good experiences of the staff and (it is) the same for my young person'.

The roots of challenging behaviours were understood by a staff group who were aware of the impact of trauma on behaviours. Staff were observed to provide compassionate, caring support to young people who were experiencing a range of emotions. Staff responded with consistent nurturing approaches and were effective in engaging young people to reflect on situations and aim to make positive choices.

From the statistics on incidents within the service the implications were that the staff understanding of trauma and the approach to building consistent, stable and positive relationships was resulting in fewer incidents of restraint.

The service had also provided training for staff in skills and approaches specific to the individual needs of young people - such as supporting young people on the autistic spectrum for example. Staff were also trained in a suite of mandatory training such as child protection, medication handling, crisis management techniques and others. These were aimed at enabling staff to support young people achieve positive outcomes.

The director and senior management team had engaged the staff in reviewing the culture of the service during the previous year. An immediately obvious example of this was found in the efforts to reduce the use of institutionalised language throughout. Staff were noted to be actively addressing the use of institutional terms and phrases. Staff induction was being referred to as introductory training, contact as meeting family and units as houses, for example. Through this change the service and staff were aiming to show respect to young people's views on how to refer to such matters, in addition to aiming to de-institutionalise the care as much as possible.

We heard from staff that they felt supported and listened to. Staff supervision meetings were generally being adhered to and sessions were reflective and meaningful. Professional development plans were also regularly completed and provided staff with clear development structures. Staff were being supported through their SVQ qualifications and this was being delivered within the service; allowing the learning to be guided by specific considerations.

Staff turnover levels were low; providing a very good level of consistency in relationships with young people. Any staff recruitment was found to be fully in line with Safer Recruitment practices. On-going SSSC registration for staff was monitored through a Human Resources system and alerts were set to notify when staff's registration was due. These measures aimed to ensure young people's safety. Introductory training was comprehensive and provided a very good general awareness of young people's needs prior to staff commencing practice.

Some service procedures provided the management with information to determine staffing levels however there was no specific staffing level assessment. We suggested the service should look to develop a robust, effective system in line with the guidance available from the Care Inspectorate.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 0

**Grade:** 5 - very good

## Quality of management and leadership

### Findings from the inspection

The management and leadership within the Good Shepherd Secure Centre were found to be performing to a very good level. We found the leadership culture to be very strong with an emphasis on young people's rights. The service management and staff team continued to promote high hopes for young people's positive outcomes and transitions.

Continuing on from the circumstances found during the previous inspection there was a clear focus on implementing changes within the service. The service improvement plan was progressing through the vision of the director and the senior management team.

Staff members we spoke with showed enthusiasm and commitment to this vision.

Policies and procedures were being reviewed to align with latest national policy, research and guidance. Subsequently, leadership opportunities for staff were available through involvement in the associated various development projects; such as review of admissions processes and further development of the model of care.

Links to external resources, for example, mental health services and academic and research centres, were bringing benefits to young people through managements commitment to derive learning and improvement from these resources. Involving young people in national discussions and gathering their views for inclusion in national reviews of care was one example of this. Other examples of external partnership working included involvement with local radio stations, charities and contact with service providers in other regions.

Board members had external overview of the service and of the direction of the service development. Evidence of clear governance was seen 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 houses and facilities. This regular involvement provided assurance of the safeguarding of young people and accountability of the management.

A service quality assurance system assured that all aspects of the service were being appropriately monitored and examined. The quality assurance manager demonstrated the great extent of the service database. This 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 house managers.

## 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

#### Recommendation 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.

**This recommendation was made on 30 January 2019.**

#### Action taken on previous recommendation

Staff were engaging young people in cooking sessions developing awareness and skills in good nutrition.

## 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
11 Oct 2018	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 5 - Very good
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
27 Mar 2014	Announced (short notice)	Care and support 6 - Excellent Environment 6 - Excellent

Date	Type	Gradings				
		<table border="0"> <tr> <td data-bbox="595 215 1114 264">Staffing</td> <td data-bbox="1115 215 1482 264">6 - Excellent</td> </tr> <tr> <td data-bbox="595 266 1114 351">Management and leadership</td> <td data-bbox="1115 266 1482 351">6 - Excellent</td> </tr> </table>	Staffing	6 - Excellent	Management and leadership	6 - Excellent
Staffing	6 - Excellent					
Management and leadership	6 - Excellent					

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