The Good Shepherd Close Support
School Care Accommodation Service

The Good Shepherd Centre - Close Support
Greenock Road
Bishopton
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Type of inspection: Unannounced
Inspection completed on: 24 January 2018

Service provided by:
The Good Shepherd Close Support

Service provider number:
SP2013012182

Care service number:
CS2013321127

About the service

The Good Shepherd Close Support is a school care accommodation service for up to nine young people between 12 and 18 at one time. The premises consist of a close support unit for up to six young people and a cottage accommodating up to three.

All young people move into the service from the secure accommodation service (Good Shepherd Centre Bishopton) which is located in the same grounds and shares management, staffing, the majority of policies and procedures and some facilities with the open unit. All young people in the close support unit have an en-suite bedroom and share a communal lounge, dining room, kitchen and additional sitting rooms.

Additional facilities for young people include a gym and fitness suite. The service is situated in a rural setting near Bishopton, Renfrewshire.

The service provider is 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 1 April 2014.

What people told us

The programmes have been the best thing, I feel like a whole different person now, more open. I get on much better with my mum and family now"

I have never done as well in my life if you told me this time last year I would be at college I wouldn't have believed you.

I will look back on here as the place that changed my life.

There were lots of opportunities for fresh air and exercise, enough to
do and he liked staff. Another group of young people also told us they had enough to do, including regular opportunities for walks.

Self assessment

We did not request a self assessment this year. However, the service was able to evidence their improvement agenda with their corporate plans and individual unit development plans.

From this inspection we graded this service as:

Quality of care and support	6 - Excellent
Quality of environment	5 - Very Good
Quality of staffing	6 - Excellent
Quality of management and leadership	6 - Excellent

Quality of care and support

Findings from the inspection

We found that the Good Shepherd Centre continues to provide consistently excellent levels of care and support to the young people experiencing care there.

The managers and staff have a stated commitment to developing an ethos of 'hope', which permeates the well-being indicators of SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included) to enhance the support young people need to achieve identified outcomes. All staff we met with demonstrated clear enthusiasm for the integration of this ethos into the service.

Detailed, well-considered and very well implemented care plans linked to SHANARRI were fully informed by solid assessments and provided individualised programmes of intervention. These plans were subject to regular review to monitor effective progress. The service wellbeing team provided young people with a broad range of very effective evidenced-based interventions appropriate to this assessed need and we heard of exceptionally good outcomes for young people engaging in these interventions.

The team regarded positive relationship as key in helping and engaging with young people. We observed warm and respectful interaction between staff members and young people. Nurture and attachment were also seen as pivotal in helping young people overcome past trauma. We were impressed with the range and scope of the various interventions in this area.

The use of Theraplay as well as access to a holistic therapies practitioner were two examples of promoting well-being. Another innovative initiative included the almost daily visits of the dog and cat. The success of this particular therapeutic input has been such that the unit is looking into the possibility of increasing this type of therapy. .

It was considered by the staff and management that in recent years a cultural shift had taken placed in which quality, nurturing relationships were now the principle influence underpinning the process of change. We observed that the use of safe holds was minimal and young people told us this was because they felt listened too.

Particular major strengths of the service related to the positively valuable outcomes for young people's education and health. Efficient arrangements assured that young people's health care needs were fully addressed. Young people were registered with GP's and dentist and supported to make and attend appointments where appropriate. In addition to this high level of support, and in collaboration with external partners and stakeholders, the service has newly appointed a Children and Adolescent Mental Health (CAMHS) nurse. At the time of inspection this post had not yet begun, however we look forward to learning of the positive outcomes this significant appointment is hoped to bring at the next inspection.

Purposeful opportunities promoting very good physical health were provided via sports and activities. Young people's activity planner's evidenced very well structured, regular fun activities such as gym, trampoline and football matches.

We were struck by the very high level of engagement young people had in their education. All young people we spoke with were very enthusiastic about their education and we noted exceptionally high attendance levels. Coursework and interventions were linked to SQA awards, with staff having high aspirations for the young people. Commenting on a young person's progress in education, one social worker informed us that the 'feeling of achieving has been extremely valuable in terms of having a positive impact on this young person's resilience'.

We learned of innovative developments within education; such as the departments outstanding achievement in the development of a citizenship and tenancy award. Some young people were achieving this award in preparation for transition to the community. The education department had worked diligently to have this award recognised by the SQA; and were working on having a further course on mental health recognised in the same way.

Significant relationships with those important to young people in their home communities were very well maintained through the persistent and committed efforts of the staff. Supporting contact with these significant persons was facilitated through visits to the centre and through video and telephone calls. We heard from one social worker that due to this substantial level of support one young person made 'significant progress' ... and 'returned home to the care of his mother'.

The areas for improvement we identified did not detract from the service's excellent performance.

We noted that the language of questioning within the young people's self-assessments prompted negative responses. We consider these could be detrimental to young people's self- esteem and therefore not consistent with the services ethos of hope. In discussing this with service managers during the inspection feedback it was recognised that the format of the assessment would benefit from review; amending it to include strengths based questioning. We will look at this matter at the next inspection.

We found that some of the young people's care plans were disjointed with no explicit links between assessment and outcomes. In discussing this matter during feedback we recognise that the service has identified this as an area for improvement and training has been scheduled to address this

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 6 - excellent

Quality of environment

Findings from the inspection

During this inspection we found that the atmosphere within the individual units was generally very good. A very good level of attention had been paid to creating a homely environment whilst also considering the need for safe care.

Young people had 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 walking around the central courtyard.

Physical Training Instructors and activities coordinators also ensured that young people had opportunities for physical activity; providing both fun experiences alongside health benefits of remaining physically active. The service had a well used gym hall and conditioning gym. We met with some young people who had enjoyed exercising on the trampoline; and one who had gained certificates in this activity.

We found that staff engaged with the young people in these activities, thus providing positive role models and encouraging their participation rather than only observing.

The staff in the close support unit understood how crucial it was to assist young people regain levels of independence. 'Mobility' opportunities were part of the weekly routine and young people were proud of their achievements in successful and responsible venturing into the community. The extensive grounds were also used for young people to enjoy the fresh air and outdoor exercise. Plans were in the later stages to install a cycle track and mountain biking track and the installation of a cycle track to the nearby village

We found that there were comprehensive systems in place to ensure the continuing effective operation of security and health and safety equipment and processes. We noted that some processes and safety checks had not been signed off and certified however these finalised checks were available and evidenced at the earliest opportunity.

At the previous inspection we had discussed the impact of the echo on noise levels in the dining rooms and were told this caused audio disturbance for some young people. Since the last inspection the dining rooms had been carpeted and this was making a significant difference to the social aspect and overall experience of meal times.

The bedrooms were highly personalised with the belongings of young people. We could see young people took ownership of their bedrooms and enjoyed spending time in their rooms relaxing.

Areas for development we have identified for the close support unit environment relate to elements of the environment we would consider to be more consistent with the secure unit.
In discussion with the young people in the close support unit we found that young people were not allowed to leave their bedrooms at night and that doors to the bedroom wings kept locked.

Although young people have fobs we would not expect to find doors to corridors to be locked.

We find these practices to be more in accord with the secure service than with the close support unit. We discussed this matter with the service managers during feedback and alternative arrangements were suggested. We have made a recommendation in relation to this matter.

Young people also described the furnishings in the close support - such as the mattresses - to be hard and harsh. Again, during feedback, the service manager agreed to look at this matter.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 1

1. The service manager should review the close support unit policy relating to the locking of the bedroom wing corridor doors. This would promote the young people's sense of moving on from secure care.

National Care Standards: school care accommodation services; 4 and 5.

Grade: 5 - very good

Quality of staffing

Findings from the inspection

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

Staff considered very high quality positive relationships a priority in supporting young people. We observed staff demonstrate positive, warm nurturing approaches in supporting young people experiencing a range of both positive and challenging emotions.

Social workers we contacted spoke of the high levels of consistency by the key teams supporting young people and of the excellent communication between them that had been maintained throughout young people's time there.

Young people experiencing care in the service offered very high praise for the staff; frequently describing them as very respectful. One young person stated, 'staff listen; and they care; compared to other places'. Staff's level of commitment was further appreciated through young people's comments such as 'staff just didn't give up; they are really good' and 'staff all care and treat you as if you were their own and go above and beyond'.

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

This rigorous recruitment process was followed by an excellent induction period; which involved shadowing experienced staff, being assigned a mentor and receiving a highly impressive range of core training.

The staff team received regular formal supervision which involved discussions over a broad ranging standing agenda; including care plans, staff development and team issues. Staff we spoke with also advised they had daily informal support from the manager when required. Supervision notes revealed meaningful reflective discussions were had relating to all items of the agenda. Through the supervision sessions and their appraisal system staff reported feeling highly supported and valued.

An excellent range of training opportunities enhanced and developed the staff's skill base and knowledge. This high level of 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 training; such as post qualifying certificated training opportunities in Cognitive Behavioural Therapy and Masters levels in advanced residential courses.

The inspection team observed several occasions where staff exhibited very warm, caring and nurturing approaches to supporting young people. We noted mutually respectful interactions between young people and staff whilst also observing staff's skills in challenging less positive behaviour and promoting pro social attitudes.

Social workers reported that staff 'have demonstrated a detailed level of knowledge and skills in respect of their responsibilities' and also that they had observed 'a significant level of commitment in working with the young person'.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 6 - excellent

Quality of management and leadership

Findings from the inspection

We found that the service is performing at an excellent level for this theme. 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.

An exceptional quality assurance system assured that all aspects of the service was appropriately monitored and examined. The service Quality Assurance manager 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 came 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. For example; one audit identified that there had been a substantial reduction in safe holds; and whilst further analysis was being conducted; several possible contributing factors had been identified.

Substantial leadership opportunities were available to service staff through involvement in service developmental working groups.

One example of this was the staff involvement in the development of the service outcome monitoring framework; which also took account of the views expressed by stakeholders, young people and relatives.

We also reviewed the comprehensive service improvement plan; which is updated annually and reviewed 3 monthly. Many of the developments within this plan were described during the inspection feedback; such as sporting facilities, the young people's room refurbishment and the outcomes monitoring framework. These aspects will be inspected fully at the next inspection.

The areas for improvement we identified did not detract from the service's excellent performance.

We also recognised that the service are aware of the limitation of the current evaluation systems, and that there are plans to extend the scope of the outcomes monitoring tool to provide more flexibility in reporting mechanisms and impact of inputs. For example; the impact of staff training in some interventions on nurture, or the impact of structured time on the level of incidents. We will look at this matter during the next inspection.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 6 - excellent

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

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

Enforcement

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

Inspection and grading history

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

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