

## Good Shepherd Centre Bishopton Secure Accommodation Service

Good Shepherd Centre Secure Unit  
Greenock Road  
Bishopton  
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Telephone: 01505 864500

Type of inspection: Unannounced  
Inspection completed on: 24 January 2018

**Service provided by:**  
The Good Shepherd Centre Bishopton

**Service provider number:**  
SP2012011829

**Care service number:**  
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 are admitted to the service through the Children's Hearing system, 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. All young people have an en suite bedroom and make use of a communal lounge, dining room and smaller sitting rooms.

Additional facilities include a gym 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 ten young people, a staff group of nine and with eight staff individually. We also contacted social workers and parents of the young people.

We also issued questionnaires to young people and staff. We received ten replies from young people. Eight of the ten young people that responded were very happy with the quality of care and support they experienced, with two indicating they were happy with the quality of care and support.

Nineteen staff responded to our questionnaires and all responses were positive overall. There was an acknowledgement by some staff that due to the difficulties some young people experience there was a risk to staff safety; but all reported being fully supported in their role.

One young person told us that the support they received within the Good Shepherd was "what I needed... it gave me time to think and reflect on what I want to do with my life". Another young person stated, "It's good place with good staff, I've no complaints".

Social worker's gave positive feedback of the service; both from their view and the views of young people. Comments from social workers informed of an appreciation of the "seamless wrap around care" young people experience that led to "remarkable outcomes".

Staff we spoke with gave very positive responses and comments relating to their role and the support they received. One commented that 'what we do is right in Good Shepherd ; we listen'.

During the inspection we also spoke to parents to the young people where available. We also received extremely positive comments from parents such as, "I'm so happy for (X) to be here" and "I can't say enough good things about them (Good Shepherd)".

## 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.

Young people benefited significantly from access to a sensory room to aid relaxation and a holistic therapies practitioner to promote well-being. These additional nurturing supports were accredited with contributing to the substantial reduction in safe holds that had occurred through the previous year.

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. Significant attention had been paid to creating a homely environment whilst also considering the need for safe care.

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 walking around the central courtyard. Some of these activities positively enhanced the young people's education; such as growing fruit developing an understanding of several science subjects. 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 thoroughly enjoyed exercising on the trampoline; and one who had proudly gained certificates in this activity.

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

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 inspected a sample of the finalised documents for these safety checks and processes and found them to be up to date.

Some young people's private room areas were also in need of redecorating; as the paint and furnishings were well worn and aged in some of the rooms we saw during the inspection. However, we acknowledge that there is a programme of re-development for the bedrooms. Young people had been encouraged to participate in personalising their rooms, being directly involved in choosing the colours for walls and décor for their rooms. Significantly, young people had been involved with GSA in developing radically designed secure bedrooms, and had selected their preferred option. Staff had collaborated with various agencies to identify and source high quality furnishings. Although this work had not commenced at the time of our visit it is an exciting initiative and we look forward to seeing the completed work at the next inspection.

One social worker emphasised that young people consider 'access to the outside space important'. At the time of the inspection, work was in progress to build an all weather multi purpose sports pitch. Although still to be completed we feel confident that, once available to the young people, this facility will provide positive options to them through their experience at the Good Shepherd. Whilst acknowledging that there are plans for development of other outside areas we felt that greater use of the central courtyard space would be beneficial to young people's health and well-being. We will look at this matter further at the next inspection.

## 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 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 consider that the aims and objectives of the units should be reviewed to reflect the current practice with regard to the nature of referrals of young people supported within them. Whilst we recognise that the referral source – in the majority Children's Hearing system and Courts – will necessarily vary through time, the aims and objectives should also reflect this; and that consequently the young people's risks and needs within individual units will be varied.

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](http://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
27 Mar 2014	Announced (short notice)	Care and support Environment Staffing Management and leadership	6 - Excellent 6 - Excellent 6 - Excellent 6 - Excellent

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