

## Care service inspection report

# Good Shepherd Centre - Close Support Unit

## School Care Accommodation Service

Greenock Road  
Bishopton  
PA7 5PF

Inspected by: Charlie Buckle

Type of inspection: Unannounced

Inspection completed on: 27 August 2012



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## Service provided by:

Board of Managers of The Good Shepherd Centre

## Service provider number:

SP2003000257

## Care service number:

CS2006133835

## Contact details for the inspector who inspected this service:

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## Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

### We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Environment	6	Excellent
Quality of Staffing		N/A
Quality of Management and Leadership		N/A

### What the service does well

This Close Support Unit provides young people with a high level of safe care and support within an environment which is committed to good quality child care.

Both staff and management have effective knowledge, skills and experience of working with young people who present difficult behaviours and require intense support.

### What the service could do better

The Close Support Unit should strive to sustain current performance, and continue to progress their improvement plans.

### What the service has done since the last inspection

The Close Support unit has been able to sustain their performance to an excellent standard. There has been a change to the unit manager which has continued to have a positive effect in the unit, and standards maintained.

### **Conclusion**

This Close Support Unit is committed to improving the lives of young people who have experienced trauma and difficulties in their lives. Work is in depth with young people, where both care and education staff focus on the young people's future, and arranging work/college placements, and prepare young people for independence away from secure care. Some placements may however be to the family or other residential services. During this transition, staff work alongside the young person's social worker, family and other agencies to identify and plan the young person's current and future needs.

They adopt their aims and objectives to the full in order to make significant changes for young people which will assist them to adapt and be more prepared for life in society.

We have found that where the service could do better they improve it, and where young people and others make suggestions, they try and improve their performance.

The unit has been successful in preparing young people with an eventual move back into the community or on to other services.

### **Who did this inspection**

Charlie Buckle

# 1 About the service we inspected

Good Shepherd Close Support Unit consists of a purpose built building to provide support for up to six young people, and a cottage for three young people, all of whom have been residing in the secure unit. It functions as a transitions resource facilitating young people who may be ready to leave the secure unit, but still require additional support before moving on to a less structured environment.

The establishment is situated in a rural setting near Bishopton, Renfrewshire, and is attached to the secure unit where it shares management arrangements and most facilities.

An Operations Team oversees all security within and around the building.

The Close Support Unit is administered by a voluntary Board of Managers on behalf of the Catholic Church in Scotland. The board is affiliated to the Cora Foundation (Counselling or Referral Agency) who are responsible for the strategic management of three such establishments in Scotland.

The service has been registered with the Care Inspectorate since 1 April 2011

The mission statement of the Secure/Close Support Unit states:

"We view a placement with us as a positive opportunity where the young person can begin to recognise, and reach, their full potential emotionally, physically, socially and spiritually".

Based on the findings of this inspection this service has been awarded the following grades:

**Quality of Care and Support - Grade 6 - Excellent**

**Quality of Environment - Grade 6 - Excellent**

**Quality of Staffing - N/A**

**Quality of Management and Leadership - N/A**

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website [www.careinspectorate.com](http://www.careinspectorate.com) or by calling us on 0845 600 9527 or visiting one of our offices.

## 2 How we inspected this service

### **The level of inspection we carried out**

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### **What we did during the inspection**

In this service we carried out a medium intensity inspection. We compiled the report following an unannounced inspection. The inspection was carried out by Charlie Buckle (Inspector) on 27 August 2012. Feedback was given to the Head of Service and the unit manager of the close support unit on the same day. Our focus of this inspection was to look at the quality of care and support, along with the quality of the environment.

As requested by us, the service had previously sent us an annual return. The service also sent us a self assessment form. These documents provide us with information about the close support unit and how they are performing.

In this inspection we gathered evidence from various sources, including the relevant sections of policies and procedures, records and other documents including:

- \* Evidence from the service's most recent self assessment
- \* Young people's integrated support plans
- \* Incident reports
- \* Physical intervention analysis
- \* Individual Crisis Management Plans
- \* 2 Care Plans (Case tracking)
- \* Transition plans
- \* Unit Staff team meetings
- \* Young persons meetings
- \* Observing how staff work with young people
- \* Observation of the environment through visiting the units
- \* Have your Say questionnaires,

Discussion with several people before and during the inspection including:

- 2 Young People
- Head of Service
- 2 Unit Managers
- Residential staff
- Centre Nurse,

\* Observing how staff work

\* Observation of the environment in terms of safety, security and units where young people live.

### **Grading the service against quality themes and statements**

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

### **Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firelawscotland.org](http://www.firelawscotland.org)

### **The annual return**

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

**Annual Return Received:** Yes - Electronic

### **Comments on Self Assessment**

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a completed self assessment document from the service. This is a document that the home tells us about how well they think they are doing, and if there are things they want to improve.

It also tells us if they involve people in doing this and how it improves outcomes for young people.

We found the document to have good information, and we could see that they include peoples views and opinions. It also told us about how they provide care and support to young people, and anyone else that might be involved. For example health professionals, social workers, etc.

It is important that the home continues to keep this up to date and continue with current good practice.

### **Taking the views of people using the care service into account**

There were two young people available to speak to us on the day of the inspection. Their views have been included within the body of this report.

### **Taking carers' views into account**

No family members were around when we visited. We did note however from documentation that they were generally happy about the way their young people were being supported by staff.

## 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

### Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

#### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

#### Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement .

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that they maintain their high grades and continue to improve.

The unit has continued to make sure they involve young people, parents and social workers, by asking them how they can continue to improve things.

When young people are admitted to the unit they are given written information about the unit, and what it offers. Parents and social workers can also get a copy of this if they want.

When we spoke to young people, they told us that staff asked them their views about how they could support them.

Young people also told us that they were involved in their assessment and care planning. By this we mean, young people helped staff to understand what support they needed, and the best way to provide it.

Young People attended care reviews where they had the opportunity to give their views and opinions about their care and support provided at the unit. Before a review, young people had the opportunity to give their views and opinions by completing a questionnaire titled 'Have Your Say'. Staff provided young people with support where required.

Young People had meetings within the unit. These meetings gave young people the opportunities to talk about what was happening within their unit, make plans about activities, and also raise any issues or ideas they may have.

Each young person had a key worker, key teacher and case team worker who would spend individual time with the young person. Some young people told us that these meetings were good, as it helped them understand what was going on in their life, but also helped them make things better.

The service encourages the use of advocacy for young people. By this we mean, young people being able to discuss the service with their children's rights officer, who in turn can represent their views to management and staff. The organisation also has their own advocacy worker to provide support and representation for young people.

Young people had access to telephone numbers for them to talk with 'Childline' and 'Who Cares Scotland'

Young people and staff would have a monthly meeting to talk about the National Care Standards and what could improve. This helped young people to have a better understanding of the standards that they could expect within the unit, and also gave opportunity to explore how well staff and young people felt the close support unit was performing.

Young people completed questionnaires which were used to get the views and opinions of young people living in the unit. On completion, management would pull the information together and draw up an action plan on areas where the service needs to improve. This was a consultation exercise that also included views from parents and social workers.

Young people were aware of the complaints procedure and were confident in using this if they found it necessary. We saw records of complaints that young people had made regarding aspects of the unit they were unhappy about, and what staff done about it.

The unit had meetings with parents and social workers. This made sure that they could see work done by the young people, meet staff and managers and see the premises.

Young people told us that they had a school council which helped to make some decisions about what they do and how things can improve.

Parents and social workers were given questionnaires so that they could give their views about what was happening in the unit. We saw some of this information which were very complimentary about the support young people were getting. Young people had the opportunity to personalise their bedrooms, and given funds for posters etc.

Young People could give their views about decoration within the unit, or selection of furniture and fittings.

Young people told us:

"You can do your room up with posters and things like that, you get personalisation money to do that"

"The unit looks comfortable and smart looking".

All aspects of how the unit involved young people, parents and others was included within the overall improvement plan.

### **Areas for improvement**

The service should continue to operate to this high level in terms of how they involve young people and others with continuous improvement developments.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

### Statement 2

We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.

### Service strengths

The Close Support unit has sustained an excellent performance in relation to this statement .

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that they maintain their high grades and continue to improve.

We saw through looking at records and speaking to young people that they continued to achieve well, with many getting good qualifications and awards. This was a positive outcome for young people, as they were doing very well with their education, which also helped to prepare them in future work or taking on further education in colleges.

Outcomes for young people were excellent as a result of their achievements. This helped to improve their self confidence, self worth and equipped them for moving on.

The assessment and care plan documentation was exemplary, and completed to a very high standard. This care plan made sure that staff had a relevant details on the young person, what action they need to take to support the young person, and detail what the outcomes would be as a result. It was very clear that these plans were designed to make a difference in the young person's life.

Young people told us:

"I am involved in decisions about me, and I meet with my key worker regularly"

"At the moment staff and my social worker are looking at plans for my future which they talk to me about".

The unit continues to have links to an external consultant from Boston University who checks how effective young peoples care plans and assessments are. Staff and management can access information on line and make changes to the young person's plans if alerted by the consultant that they may need additional support. This makes sure that outcomes for young people are given priority on an ongoing basis. For example there may be things going on in a young persons life that requires a change to the care plan, or a referral to another service to provide help.

Staff check on young people after 6 months who have left the unit to see how they are progressing. This gives young people the chance to discuss progress, and where required staff can discuss with the young persons social worker about any further support and services.

Each young person had an individual crisis management plan (ICMP). These were plans that were drawn up with staff and the young person to focus on how each young person could be supported when in crisis. For example staff would discuss with the young person about ways they could deal with issues regarding their behaviour and what methods would be appropriate to use in order to support them. These plans were reviewed on a regular basis and we noted that where a change had been identified then this was put in place to support the young person.

Staff worked well to establish good working relationships with young people and on most occasions used this when managing a young persons behaviour.

We sampled incident reports where staff had to manage a young persons behaviour. We found these to provide good detail explaining about the incident, how it was managed, and how the young person was supported. Following incidents each young person had the opportunity to reflect on what had happened with staff, and what could prevent incidents occurring in the future.

We found that all incident reports where quality assured by senior management. By this we mean management would check each report to ensure that procedures were appropriate and make comment about practice or any other action that would be required.

Young people had experience of programmes work which were designed to help young people change risk factors such as behaviour, attitudes and social circumstances to reduce offending. Programmes are put in place once the young person has been assessed and that they can introduce the correct methods to support them.

An example of some of the programmes that young people will undertake are:

- \* 'keep your cool'-anger management
- \* violence is not the only choice
- \* offending is not the only choice
- \* assert yourself
- \* victim empathy
- \* life skills
- \* drug and alcohol awareness
- \* tai chi
- \* reiki.

The duration of completing programmes were over several weeks however young people were supported throughout if they needed more time.

Programmes work also made sure that the young people could take responsibility for their actions. This improved outcomes for young people where offending was a problem, as they were supported to understand their crime and the effect it had on victims.

Young people told us:

"The programmes are good as they help you see where you are at, and think differently when making decisions"

"I have nearly finished programme work and it was good for me"

"The CBT I was involved in was really good, and I think it is also good for young people, I still have a link to my worker".

Social workers were updated weekly on the young persons progress.

Young peoples achievement were celebrated well at events and award ceremonies. We saw good photographic evidence of this across the education facility.

Partnerships continued to be developed with other organisations to broaden individual opportunities. Their relationship with Enterprise Scotland and the Careers Service was well established.

We observed that all staff within care and education were enthusiastic about young people achieving and reaching their potential.

The Close Support Unit worked well in preparing young people to achieve independent living skills. For example budgeting, cooking, seeking employment etc. Young people told us:

"You do budgeting, like going for food to the shops, and make your meals"

"Staff get you involved in doing chores that will prepare you when I leave".

Young people had Pathway/Transitions plans in place, with some still in the process. This focused on planning for the young persons future away from Good Shepherd to alternative accommodation. Young people were fully involved in the process.

Staff from the unit would continue to provide young people on an outreach basis, so that they could have the added support from staff who they knew.

All aspects of how the unit arranged care and support for young people was included within the overall improvement plan. In addition reference was made to guidance from significant reports, for example:

- getting it right for every child (GIRFEC)
- how good is your team
- protecting children and young people
- higher aspirations, brighter futures
- how good is your school.

### **Areas for improvement**

The high standards of support to young people should continue within ongoing improvement planning and service assessments.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

### Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

#### Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement .

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people.

The following information is about what we found over the course of this inspection.

The unit has been able to ensure that they maintain their high grades and continue to improve.

Please refer to quality theme 1, statement 1, regarding how the service involves young people and others in continuous improvements.

#### Areas for improvement

The service should continue to operate to this high level in terms of how they involve young people and others with continuous improvement developments.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

### Statement 3

The environment allows service users to have as positive a quality of life as possible.

### Service strengths

The Close Support Unit continues to have an excellent performance in relation to this statement .

We gathered evidence through:

- speaking to young people
- speaking to staff
- looking at records
- looking at information about involving people.

The following information is about what we found over the course of this inspection.

The unit had very high standards in ensuring comfort and safety within the environment.

The unit is spacious for young people with a large sitting area, kitchen/dining area and meetings room used for visits.

Young people have access to outdoor garden space, use of the gym and other recreational facilities.

The unit was maintained to a very high standard, clean throughout, with comfortable furnishings and fittings.

The Close Support unit provides young people with a fob for their bedroom, and encourages them to take responsibility for their belongings.

There was an ethos of respect within the unit in terms of group living.

The unit is introducing sensors to bedroom doors linked to pager equipment, which will be only used at night. This will alert staff if a young person needs their support, and keeps the unit safe.

Young people told us that they felt safe within the unit and that young people in general respect each other.

The outside perimeter of the unit has CCTV which covers security across the secure unit facility and the external grounds. This provides safety and security for staff and young people.

The service has a cottage on the grounds, which is used for young people who are preparing for Independence, and are at the latter stages of their placement. The cottage is also maintained, cleaned and furnished to a high standard. Young people in this accommodation have staff to support them.

Atmosphere within the unit is relaxed, with good working relationships identified between staff and young people.

### **Areas for improvement**

The service should continue to provide a high standard of environment for the young people in this unit.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

### **Quality Theme 3: Quality of Staffing - NOT ASSESSED**

**Quality Theme 4: Quality of Management and Leadership - NOT ASSESSED**

## 4 Other information

### Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

### Enforcements

We have taken no enforcement action against this care service since the last inspection.

### Additional Information

None.

### Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

## 5 Summary of grades

<b>Quality of Care and Support - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
<b>Quality of Environment - 6 - Excellent</b>	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
<b>Quality of Staffing - Not Assessed</b>	
<b>Quality of Management and Leadership - Not Assessed</b>	

## 6 Inspection and grading history

Date	Type	Gradings
28 Mar 2012	Unannounced	Care and support 6 - Excellent Environment Not Assessed Staffing 6 - Excellent Management and Leadership Not Assessed
5 Sep 2011	Unannounced	Care and support 6 - Excellent Environment Not Assessed Staffing 6 - Excellent Management and Leadership Not Assessed
25 Oct 2010	Unannounced	Care and support 5 - Very Good Environment Not Assessed Staffing 5 - Very Good Management and Leadership Not Assessed
24 Mar 2010	Announced	Care and support 5 - Very Good Environment 5 - Very Good Staffing Not Assessed Management and Leadership 5 - Very Good

## Inspection report continued

16 Sep 2009	Unannounced	Care and support Environment Staffing Management and Leadership	4 - Good 5 - Very Good 5 - Very Good 4 - Good
31 Mar 2009	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 4 - Good 4 - Good
27 Oct 2008	Announced	Care and support Environment Staffing Management and Leadership	4 - Good 5 - Very Good 5 - Very Good 5 - Very Good

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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### Translations and alternative formats

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