

Good Shepherd Centre Bishopton Secure Accommodation Service

Good Shepherd Centre Secure Unit
Greenock Road
Bishopton
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Telephone: 01505 864 500

Type of inspection:

Unannounced

Completed on:

23 May 2024

Service provided by:

The Good Shepherd Centre Bishopton

Service provider number:

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CS2012308171

About the service

Good Shepherd Centre is a secure accommodation service located in a semi-rural setting near Bishopton and provides care and support to a maximum of 18 young people aged from 12 to 18 years.

Young people live in one of three adjoining houses, Lyle, Nevis and Kilpatrick, each caring for a maximum of six young people. Each house has single en suite bedrooms, a number of well-furnished and decorated communal areas, large and small, and access to secure outdoor recreational areas.

Attached to the residential part of the centre, young people have access to well-resourced education facilities, a gym hall, fitness suite and outdoor sports pitch

The Care Inspectorate is a member of <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.

About the inspection

This was an unannounced inspection which took place on 14, 15, 16, 21 and 22 May 2024. The inspection was carried out by four inspectors from the Care Inspectorate.

To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- spoke with young people using the service and their family or their representatives;
- spoke with staff and management;
- observed practice and daily life;
- reviewed documents;
- spoke with visiting professionals.

During our inspection year 2024-2025 we are taking a closer look at how secure accommodation services maintain and promote young people's safety and rights, if the restrictive practice of seclusion is used. This includes examining culture, policy, practice and outcomes. Any areas for improvement will be highlighted in this report

Key messages

The safety and wellbeing of all young people were priorities for staff.

Young people experienced relationships that were respectful, compassionate and based on an understanding of trauma.

Young people had good access to education and experiences of care that contributed to their sense of self worth.

Young people were supported to stay connected to those people who were important to them.

The service was implementing a good quality person centred model of care planning; this should commence at the point of young people's arrival.

Leaders were highly committed to self-evaluation and improvement, but some aspects of record keeping, and quality assurance should improve to more accurately detail and review, restrictive practice.

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support children and young people's rights and wellbeing?	4 - Good
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Further details on the particular areas inspected are provided at the end of this report.

How well do we support children and young people's rights and wellbeing?

4 - Good

We made an evaluation of good, for both quality indicators in this key question, as a number of strengths, taken together, clearly outweighed areas for improvement. Whilst some improvements were needed, the strengths identified had a significant positive impact on young people's experiences.

Young people were safer as a key outcome of their arrival to Good Shepherd Centre. Where young people were not yet feeling safe and communicating this through behaviour that challenged, the majority of staff practiced confidently and skilfully to offer physical and emotional containment.

Prior to arrival and during their stay, the caring teams worked well with key partners to develop a good understanding of the individual risk each young person faced. This informed a preventative risk assessed approach that was effective for most people. To optimise this practice and promote a consistent approach at the earliest opportunity, the service should expand their new person centred model of care planning to ensure the plan begins at the point a young person arrives. **(See area for improvement 1).**

Ongoing multi-disciplinary review of young people's safety ensured most risks were well understood; thus, support was effective. Where risks were particularly complex, we asked managers to ensure that teams were supported to maintain their trauma-informed approach whilst prioritising young peoples need for safety and security.

Young people were protected by confident leaders who ensured they delivered best practice in child protection. This was supported by strong and effective partnerships with key protection agencies.

Wellbeing for all young people was a priority for the service and the young people experienced stable and therapeutic care. For some young people at Good Shepherd who presented with high levels of distress, communicated through behaviour that challenged, not all staff yet had the required skill and experience to confidently provide the trauma-informed approach that young people benefited from. This was reflective of the sector wide challenges in recruitment of staff. We were confident that senior managers had good oversight of the needs of each house and reviewed staffing daily to make the best efforts to provide young people with the support they needed.

Good structure and routine offered young people a sense of predictability, and this was balanced with a flexible approach that ensured support was tailored to the needs of the individual. Young people all described strong, compassionate relationships with key members of staff who knew them well. Young people's rights were well understood, and this combination of factors reduced the likelihood of restraint and restrictive practice. We were confident that the culture and policy in the service promoted a trauma-informed, rights-based approach and leaders were committed to reducing restrictive practice where possible.

More detailed reporting of restrictive practice and incidents, where learning has been identified, would offer external managers more insight into the experiences of young people. Improvement in this area would increase opportunities to evaluate if expected standards of practice were met. **(See area for improvement 2).**

Young people enjoyed access to good health support, education and opportunities to have fun. Building resilience and taking positive risk were recognised by the teams as important to personal development and

key to future success. The service creatively offered rich and varied opportunities for young people to develop new skills and experiences that gave a message of self-worth and contributed to improved self-esteem. One young person told us 'I'm doing really well here because they support me to do stuff and now, I'm planning to move on'.

Supporting young people to have a voice and be involved in decisions affecting them was a strength of the service, and this was enhanced by the new model of care planning that was being implemented,

Young people were encouraged to be safely and meaningfully connected to important people and key roles had been created to ensure young people had what they needed to achieve this. We were pleased to see there was a plan in place to increase opportunities for safe but accessible telephone contact with family, friends and external agencies as young people had previously identified this as highly important to them and continued to do so.

Supporting these important connections were recognised as integral to young people moving on positively and the service demonstrated a high level of commitment in ensuring transitions out of the service were, as much as possible, planned and well supported. There were opportunities to safely stay in touch after leaving Good Shepherd that reflected the organisation's values and ongoing commitment to enduring relationships with young people.

Young people were cared for by staff who felt supported by leaders who were visible, accessible and who prioritised and championed the best possible outcomes for young people. The service was both supported and scrutinised by a Board that were interested in and understood the needs of the young people in Good Shepherd. This ensured good governance across all levels of leadership and service delivery.

Leaders in the service worked hard to ensure safe recruitment and retention of staff who had the necessary values and skills to meet young people's needs. This was in the context of sector wide staffing challenges. Since the last inspection the service had re-opened their third house and managers had effective oversight of the needs of the newer developing workforce, and use of sessional and agency staff, and aimed to minimise the impact this potentially had on young people's experiences.

The vision for the service was focused on the needs and rights of young people, past, present and future, informed by The Secure Care Standards and underpinned by The Promise. Senior managers demonstrated a commitment to improvement through self-evaluation and feedback via an inclusive and creative approach. Young people's experiences were monitored through continuous evaluation of their care and whilst it was our assessment that the service was highly invested in improving outcomes for people, we identified earlier in this report how some processes should be improved to support this.

Areas for improvement

1. To ensure young people's safety and wellbeing the service should ensure an individualised approach to personal planning commences as soon as the young person arrives.

This should include but is not limited to implementing the newly developed model of care planning at point of admission, which immediately takes a individualised approach to identification of needs, aims of admission and goals, and includes clearly assessed, defined risks and support strategies.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My personal plan(sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices'. (HSCS 1.15)

2. To ensure young people are protected and not subjected to unnecessary restrictive practice, the service should ensure effective oversight of recording and reviewing of restrictive practice.

This should include but is not limited to clearly defining expected standards of documentation, use of language and expected outcomes from incident review processes, and to ensure quality assurance of restrictive practice includes routine sampling of records by all people involved in quality assurance and not limited to reporting of data.

This is to ensure that care and support is consistent with the Health and Social care Standards (HSCS) which states that:

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurances process (HSCS 4.19)

Complaints

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

Detailed evaluations

How well do we support children and young people's rights and wellbeing?	4 - Good
7.1 Children and young people are safe, feel loved and get the most out of life	4 - Good
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	4 - Good

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