

# Good Shepherd Centre Bishopton Secure Accommodation Service

Good Shepherd Centre Secure Unit  
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Unannounced

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

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## 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 - Lyle, Kilpatrick and Nevis. Each house accommodates 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 which consists of Lomond House and Hillview Cottage a school care accommodation service. All 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, a sensory space and smaller sitting rooms. Additional facilities include schooling through the service's 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 a registered charity managed by a board of directors.

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.

## What people told us

We acknowledge that the Covid-19 pandemic has created various challenges for services and that staff have worked incredibly hard to continue to provide a high level of care and support to young people. At the time of this inspection, restrictions had been lifted on visiting and the inspection team (of four inspectors) were therefore able to carry out a full onsite inspection and meet with young people and staff across the five inspection days.

We had the opportunity to meet with all of the young people living in Good Shepherd Secure Centre. Almost all of the young people were happy with the level of care and support they were receiving. They told us that the structure and routine created by the staff benefitted them and enabled a sense of calm within their houses. The young people were aware that staffing had been a challenge but did not believe this had impacted upon the care they received.

We received many comments from young people, many of which detailed heartening experiences that had contributed to their outcomes improving. The views of young people have strongly influenced the grades and narrative within the evaluation sections of this report.

The only area of development that young people identified was the quality of the food. They considered their diet not to be enjoyable or healthy. We discussed this with the service at feedback and were made

aware of plans to ensure young people benefitted from a balanced and tasty diet. The views of the young people helped us evaluate the service and whilst this is a short summary of what they thought, the grades given and narrative closely reflect those views.

We spoke with six parents and carers. Most of the parents were very happy with the quality of care and support being given to their young people. We heard that the resources available within the centre was a major strength. We also heard that the relationships staff had with young people stood out to parents and carers. As an area for development, the relatives wished for better communication from the service, both in relation to updates and general contact. We heard that, at times, it was difficult to get through to the houses and they wished for more communication being initiated by staff. We fed this back to the service.

**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 wellbeing?	5 - Very Good
How good is our leadership?	4 - Good
How good is our staff team?	5 - Very Good
How good is our setting?	5 - Very Good
How well is our care planned?	4 - Good

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 wellbeing?**

**5 - Very Good**

We evaluated this quality theme as very good. We found major strengths which contributed to young people experiencing positive outcomes.

Staff were observed engaging young people in the house in shared activities that promoted understanding of one another and encouraged interest and inquiry at a pace the young people were comfortable with. We saw that staff clearly nurtured positive relationships and employed these to promote positive activities with young people and offer guidance, where appropriate. Staff were observed providing measured and appropriate challenge to comments and actions that could potentially escalate.

The large majority of young people we spoke to told us that they felt respected, and their rights were promoted. One young person told us: "I like the staff and structure and routine. I feel staff support and look after me. I attend review meetings and I'm able to contribute. I feel staff know me and I would approach staff regarding any concerns. They respect me and always have time to speak to me". The individual views

of young people were given the time and space they required and influenced the care and support they received.

The young people were very positive about the staff group and the support provided to them. Young people confirmed they felt safe and that they could identify particular staff they trusted and would approach for support, if needed.

It was particularly encouraging to hear young people who were relatively new to the service speak positively about the staff's approach to ensuring they settled into the house and took opportunities to promote positive relations between the young people. One young person told us: "They gave me a lot of support meeting other people; that is something I struggle with. "I'm getting on really really well with the other young people".

Young people we spoke with who had undergone searches confirmed that these had been conducted sensitively and the procedure had been fully explained to them by staff to promote understanding and reassurance.

The service sought young people's views through a variety of forums and methods. Young people were also regularly involved in one-to-one protected time with their caring teams, and house meetings where they were able to make their views and preferences known. It was clear to see the service held young people's rights and their 'voice' in the highest regard, and was central to young people's support and care experience.

Young people we spoke with commented on the structure and routine to their day and the benefits that this brought to them. One young person told us: "I know why things are in place to keep me safe". Activity planners described these routines and provided clear understanding of the week's activities in and outwith education.

Young people's views of education reflected the achievements they were reaching. The very good educational outcomes conveyed were in accordance with the young people's positive views of education and their engagement. Young people who had struggled to attend mainstream education were proud of the grades they were attaining and spoke positively about the opportunities these opened up for them.

The service utilises the idea of Hope as a further wellbeing indicator. This meant that opportunities and education were promoted by the service as a whole. Young people spoke of the activities they were now participating in that they hadn't had the opportunity to do so previously.

We were impressed that education staff had maintained the opportunity to learn through the restrictions enforced by Covid-19 and made arrangements to have education interrupted as little as possible. The school had also effectively balanced risk to ensure that young people had access to all forms of education with as little restriction as possible.

Family time was actively promoted by the service, and young people could have daily contact with those important to them. We saw examples of technology being used so that connections could be maintained. Family members were encouraged to visit, and some young people enjoyed time outwith the service with family. We were particularly impressed with the family support work which had provided the opportunity for young people to positively reconnect with family members. This enabled young people to feel less isolated and maintain their sense of identity.

We were able to see the young people taking part in a number of group and individual activities and, in the

main, they were positive about what was available. This included games rooms, outdoor sports areas, electronic gaming, board games and cooking. One young person told us: "I feel there is a lot going on and we get to pick what to do". Young people were also able to make use of the extensive outdoor space. These provided an opportunity for the young people to learn different skills, along with having fun with other young people and staff.

The Good Shepherd Centre was able to positively demonstrate working collaboratively with a wide range of services, and young people were encouraged and supported to make contact with external professionals they were involved with. In order to maintain continuity, several young people maintained links and working relationships with external agencies. This enabled an additional layer of support for the young people.

There was an awareness of the dynamics of group living, and we found there to be proactive strategies in place to ensure the young people's safety. We reviewed the services safeguarding policies and procedures and found there to be systems in place to keep young people safe from harm. We heard that when concerns arose about the risk of young people to each other, arrangements were made to ensure they were protected from bullying.

Staff appeared to recognise the impact of trauma and were benefitting from the analysis and assessment undertaken by the service to gain a greater understanding of the experiences of young people. The psychological assessments we observed were comprehensively written and offered an oversight of the young person's whole life leading up to their arrival at Good Shepherd Centre. This meant that staff were approaching young people with an awareness of their background.

We saw effective use of de-escalation strategies to support young people. There were a number of times when young people had found themselves in crisis, but we believe staff were skilled at bringing young people out of crisis and we were heartened by the interactions post incident to repair relationships and ensure young people were not carrying guilt, shame or worry. There was also positive use of a holistic therapist based in the service. Young people spoke positively of the treatments which they were able to access regularly and often used this during difficult times.

Good Shepherd Centre is committed to reducing the use of restraint and using the least restrictive practice with young people. We saw staff using trauma informed techniques to help young people and we found that the use of restraint was only being used in circumstances where young people and staff needed protection. There is a robust agenda to progress the skills of staff in relation to trauma, attachment and brain development with the ambition that staff respond to crisis with less reliance on restraint.

Wider than this, the houses were calm when we were visiting, and this demonstrated to us that the strategies being used by staff were working. In speaking about their progress, one young person told us: "Staff genuinely care and it's not just a job. Staff bend over backwards and try to support me in so many ways. They don't give up on me, they don't abandon me, and they want the best - this [place] has changed my life". Young people who had been very distressed prior to arriving in Good Shepherd Centre were calmer and more regulated.

We found young people's health needs being effectively met. The service ensures young people get the medical treatment they require, and they quickly follow up on medical needs, seeking advice as required. The centre nurse undertakes extensive work with all staff and young people to make sure medication is correctly administered and the young people's health needs are fully understood and met.

We heard from parents and external professionals that they were impressed with the resources available to young people in Good Shepherd Centre. This focused on the quick access to psychological assessments and

there were examples of young people being quickly supported because of the service's proactive approach to assessment and if necessary helpful diagnosis. This meant that young people were getting the right supports.

The availability of external professionals continues to be an asset to the service. The integrated clinical psychologist, forensic psychologist and cognitive behavioural therapist spoke of their satisfaction working with Good Shepherd Centre and we could clearly see their impact on assessment, intervention, and wider staff development.

The mental health of young people was prioritised. The service benefits from a multi-agency approach to specialist support with clear referral routes and opportunities to discuss progress and outcomes for individual young people. The Wellbeing Team is a significant strength of the service with young people able to access intensive and individualised or groupwork programmes. These services provide young people with lifelong skills and coping strategies. The formulation work, currently being piloted, will enhance this specialist support further.

We found the kitchen team to be focused on the needs of the young people and the kitchen was able to take young people through a health and hygiene award. However, young people told us that they had numerous issues with the food and that they did not think it offered a balanced and healthy diet. We discussed this with the leaders of the service who were undertaking a review of the food available to young people. We will look closely at this during next year's inspection.

Within the houses, young people were actively involved in preparing a weekly meal of their choice and were given the opportunity to plan evening suppers. Positively, the young people participated in the outdoor vegetable patch, using produce they grew for ingredients in their own meals in the houses and at home economics classes. This provided young people with important life skills.

We looked at the medication process as part of the inspection. The service had an efficient system in place for ensuring the safe administration of medication to young people and this was quality assured by house managers and the service nurse. Where possible, young people were encouraged to be actively involved with aspects of their medication management which provided them with life skills for the future.

## How good is our leadership?

### 4 - Good

We found that the vision of Good Shepherd Centre was clear, and we were heartened by an honest and self-evaluative approach to inspection. At the outset of our inspection work, we spent time with the service hearing about the areas they felt needed addressed. This meant that all areas of service delivery had been closely reviewed and linked to a robust service improvement plan.

The vision of the service is ambitious and focused on the values of the organisation which are kindness, nurture, rights respecting, resilience, and hope. We found the values embedded in the approach of staff and managers and also reflected in our conversations with young people. The leaders of Good Shepherd Centre are young person focused and we saw young people consulted regularly on the direction of the care they received. They were directly involved in service design and also in recruitment. At a board of governors' level, there was an ambition to ensure the voice of young people was empowered and the board members were focused on spending time in the service with young people.

Managers at all levels were able to speak to us about the Promise foundation groups and the service improvement plans. There was an appreciation that the focus in the past year had been on supporting the

young people and managing the impact of Covid-19. This meant that, at times, the standard of care and support was everyone's priority and people at every level were required to focus on that. We heard that managers were willing and had worked alongside staff undertaking all the necessary roles to ensure continuity of care for the young people. It meant that, at times, throughout the last year, managers had less time to focus on service development, but this had still continued.

At our last inspection, the staff had expressed a desire to feel better connected to the improvement plans of the organisation and to the leaders. We found a concerted effort to connect staff with the vision of the organisation and leaders had sought the feedback of staff on a regular basis. We saw video evidence, as well as minutes from gatherings and meetings, that showed us that staff were fully consulted about the future of the service. A really heartening example was the service awards at the 15-year anniversary which had helped ensure staff felt valued for their contribution.

Staff had a clear role in quality assuring paperwork and updating information as young people's needs changed. This was overseen by service managers and fed into wider quality analysis and data collection. We heard that a lot of work had taken place to improve the quality of recording around incidents. In particular, we were pleased to see young people getting the right support following incidents and staff reflecting with young people and each other on what could have been done differently.

In reviewing the quality assurance processes for keeping young people safe, the service was aware of one occasion where best practice safeguarding had not taken place. We found an open and honest approach to any errors that had occurred and managers collectively agreeing that important lessons had been learned and would lead to changes in practice. We have made a formal area for improvement in this area as we believe that the process of investigating allegations of misconduct can be further strengthened to ensure consistent practice at all levels of service delivery. See area for improvement 1.

## Areas for improvement

1. Children and young people benefit from robust quality assurance of safeguarding and protection practice that ensures staff practice is routinely reviewed and the highest standard of practice is promoted.

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

'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes' (HSCS 3.14); and  
'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3.20).

## How good is our staff team?

**5 - Very Good**

We recognise that the service has faced critical challenges as a result of the Covid-19 pandemic in relation to staffing. We found that the managers were working incredibly hard to manage this pressure and ensure the right mix of staff were working across the houses.

We noted that the use of the skills matrix allowed managers to review the experience, training, and competence of staff against the needs of the young people and to balance this mix across the whole service. Whilst this meant that staff had moved around the houses at times, we did not find that this was

impacting negatively on the level of care being provided. Instead, the outcome for young people was that staff had stepped up to lead the care and support in a way that maintained the core values of the service.

We observed staff spending time with young people and using their creativity to keep young people occupied and existing within helpful routines. There were numerous examples of creative practice with individuals but also whole centre activities that we found were really well attended and engaged the majority of young people. The outcome of this was that young people had time with staff having fun and enjoying each other's company.

We found the staff working well together and staff taking on leadership roles within teams to upskill their colleagues and ensure that care and support was being completed consistently. We found that people were clear about their roles and levels of morale and job satisfaction were high. This meant that young people were looked after by people who were creating a happy and warm environment, and this was evident in all three houses.

Formal supervision was occurring, and we also heard about high levels of informal supervision. This meant that staff were getting opportunities to reflect on practice and ensure their training needs were being met.

New staff members received a thorough induction. This included spending time in the houses followed by undertaking core training to enable them to put theory into practice.

We were impressed that annual training refreshers had continued throughout the year. The service was in the process of embedding a more trauma informed approach to crisis intervention and we heard that this would place greater emphasis on theory for new and existing staff to reduce restrictive practice.

## How good is our setting?

## 5 - Very Good

We found Good Shepherd Centre to be a welcoming and friendly environment and the quality of facilities was maintained to a high standard.

The houses benefit from large courtyards that bring in natural light. The houses and additional resources provide the young people with spaces to relax and engage in activities. We found that the attention to detail in the houses and the décor showed young people that they mattered and that their wellbeing was a key focus for the service. Young people were also given the opportunity to be actively involved in decorating and choosing items for their bedrooms.

We liked that the office was not a focal point within the houses, and we found staff prioritised spending time with young people.

Parents and young people told us that they had a good structure to their day and believed they could be kept busy, which helped pass time and keep them calm. For example, some of the resources available to young people included a therapy room, sensory room, a games hall and a gym.

Maintenance was a priority and we heard that when things were broken, they were quickly fixed or repaired. This helped young people feel a sense of security and supported restorative care and support after young people had experienced crisis.

The service had made a concerted effort to manage infection control over the course of the Covid-19 pandemic. This work continued and we observed the attempts made by all staff to protect the young



people. This reflected the centre's approach to risk management and the focus on keeping young people safe whilst also striving to give them opportunities to keep busy and have fun. We learned that additional finances were made available to support young people when they were isolating due to Covid-19.

CCTV was used to support quality assurance and to review staff practice when safeguarding issues emerged. The availability of CCTV and the use of it was grounded in the rights and best interests of the young people and focused on improving the level of care and support they received from staff.

The process of arrivals was being discussed and assessed by the service staff. We heard that only one young person had arrived at the front reception area. We recognise there will be particular reasons for arrivals being managed this way, however, we agree with the service that they should continue to review the arrival process and how this can be enhanced.

### How well is our care and support planned?

4 - Good

Overall, we found that the quality of care and support planning was good. This was based upon reviewing how the service utilised personal plans to deliver effective care and support. We reviewed how this was updated when young people's behaviour changed and how involved young people were in this process.

We were pleased to see efficient systems in place to learn about young people prior to their arrival and then quickly undertake a deeper analysis once they were living in Good Shepherd Centre. This involved completing a START AV assessment, a psychological assessment, a health assessment, and a learning needs assessment. The impact of this was a robust understanding of the young person's needs that directly informed how they were looked after.

We heard and saw that reviews of young people's plans took place regularly. The service promoted young people representing themselves at meetings and also supported multi-agency working. The professionals we spoke with were positive about the communication they had with the service. If issues emerged, these were acted upon quickly and the service was focused on high quality partnership working.

Young people had a number of forums in which they could comment, question, or raise concerns to inform how they were looked after. The Hope Outcomes system supports communication about young people and promotes the update of information and consistency of care. The impact of this was that young people's views were instrumental to how they were cared for.

We agreed with the service's own evaluation that the systems could be further enhanced. They had identified that the care and support planning documents as a whole could better reflect the voice and aspirations of the individual young person. We also agreed that it was difficult to see how progress was being measured within the care plan and how the care plans were being made accessible for young people.

The care plans we reviewed required improvement to become fully SMART. This area for improvement was widely acknowledged by the service who already had plans in place to improve how young people's progress was more succinctly measured and to amplify the voice of the user within the plans.

In our discussions with staff, the expectations on paperwork were a key theme being raised. We have asked the service to consider how the care planning paperwork can reduce expectations on staff and increase the focus on the needs, wishes and outcomes of the young person.

In addition to the care and support planning process, we heard from parents that they found it difficult to

get through to the houses at times. Parents wanted to know how their young people were progressing and wanted this process to be led by staff. We considered that changes to the care planning process could involve families to support them receiving updates that were meaningful.

Each young person had a comprehensive risk assessment that benefitted from the robust information gathering processes. As well as this, young people had an individual crisis support plan (ICSP). We found that these plans detailed the things young people found difficult to manage but were less specific about the strategies staff were using to reduce crisis and nurture security. We believe the ICSP's could better explain the strategies used to support young people and that young people could be more involved in how the strategies are written so that it reflected their understanding of escalation, support, and recovery.

## 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).

## Detailed evaluations

How well do we support children and young people's wellbeing?	5 - Very Good
1.1 Children and young people experience compassion, dignity and respect	5 - Very Good
1.2 Children and young people get the most out of life	5 - Very Good
1.3 Children and young people's health benefits from their care and support they experience	5 - Very Good

How good is our leadership?	4 - Good
2.2 Quality assurance and improvement are led well	4 - Good

How good is our staff team?	5 - Very Good
3.3 Staffing levels are right and meet children and young people's needs, with staff working well together	5 - Very Good

How good is our setting?	5 - Very Good
4.1 Children and young people experience high quality facilities	5 - Very Good

How well is our care planned?	4 - Good
5.1 Assessment and care planning reflects children and young people's needs and wishes	4 - Good

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