



CONTENTS

Welcome from our Director	1
Better Outcomes, Better Futures	2
Wellbeing and Hope Outcomes Framework	3
Model of Care	4-5
Overview of Services	6
Secure Care	7-9
Close Support & Semi-independent Living	10 – 11
Health & Wellbeing	12-13
Education	14
SIP Targets	15
2018-19 Improvements	16-19
Events	20-21
Awards	22
Professional Development	23
Outcomes Report	24
Inspection Reports	 25



WELCOME

I am very pleased to introduce the Good Shepherd Centre (GSC) Annual Service Standards and Quality Report for 2018/19. The report highlights the range and quality of the work that we do with and for young people and young adults and their families, professionals and others involved in their lives; across care, health and wellbeing, education and support services at GSC. We agreed an ambitious set of improvement goals for this year, and the report shows you what we did to achieve these.

This is my first Annual Report, having been excited to join the GSC as Director in January 2019. It is a privilege to be leading the kind, caring, dedicated and talented team of people who are Team GSC and I'm very proud of all that's been achieved during the year, and look forward to the next stages of the GSC Journey.

Everyone at GSC is committed to making a positive difference alongside and for young people. The Good Shepherd Centre's purpose is to provide a positive, life-changing experience for young people through individual care, education and skills development. We do this through trying to make sure everything we do upholds the values and principles of kindness, respect, nurture and relational and rights-based practice. This means we have a strengths-based approach and we get to know and to understand each young person as an individual and build trust and positive relationships with them. We work with families and other adults in their life to support each young person to move forward from the often extreme challenges and harm they have experienced.

The focus of the improvement goals for 2018/19 was therefore on further developing our offer to young people in terms of the health and wellbeing support, care and education they experience across the campus, with a real emphasis on physical, mental and emotional health and wellbeing.

I'd like to share with you just a few of the many highlights this year as an incoming director, which I'm committed to taking forward and further developing for the future. Part of our ongoing commitment to improving the quality and comfort of living spaces across the campus, the full refurbishment of all our 18 bedrooms and ensuite shower rooms across our three secure care houses, was completed this year. In March 2019, our fantastic Outdoor Sports Pitch opened for use, and has been enjoyed nearly every day since, whatever the weather! The pitch is used for team games, football, Sports Day and other outdoor events and relaxation. It's a huge space with great views over the hills and young people and staff love spending time out there.

But to provide an ever-improving experience for young people which offers a sense of safety, nurture, care, hope and ambition; it's not just about the physical environment. It's also about a Nurture approach, and we have continued to improve and extend Nurture and our Curriculum for Hope, including winning a national award for developing the groundbreaking SQA Level 4/5 Award in Mental Health and Wellbeing in Education.

I hope you enjoy having a look through this report and finding out more about our young people's and other stakeholders' views on our work this year.

Alison GoughDirector

BETTER OUTCOMES, BETTER FUTURES



The Good Shepherd Centre aims to get it right for every child. We are constantly working to develop the services we provide for children and young people. Look out for the SHANARRI(H) wellbeing icons throughout this booklet.



WELLBEING AND HOPE OUTCOMES FRAMEWORK

It has been suggested that a care system that prioritises looked after children's emotional wellbeing shou'd attempt to embed an emphasis on emotional wellbeing throughout the system, take a proactive approach to improving wellbeing, give children and young people a voice and influence, support and sustain children's relationships and support care leavers' emotional needs. The Good Shepherd Centre (GSC) outcomes framework reflects these priorities by ensuring that the eight wellbeing domains set by the Scottish Government are embedded in our strategic planning and improvement systems and that young people's views in relation to their wellbeing are placed at the heart of our interventions. Current research indicates that the domain of Hope is also of great importance to the development of a young person's wellbeing and we have added this to our unique outcomes framework SHANARRI (H).

Many of the systems currently being employed to monitor the wellbeing of looked after children carry out testing and retesting on a yearly basis. However, we believe in the value of frequent monitoring and feedback of changes in the wellbeing of young people placed in our care. Utilising the national practice model (GIRFEC) as the basis of our outcomes framework, we have created a range of bespoke systems that monitor changes in wellbeing at 10 weekly intervals throughout the young person's placement. This approach helps us to be proactive in terms of identifying and prioritising areas of wellbeing that require intervention for each young person and helps us to monitor the changes that occur throughout their time with us.

The Good Shepherd Centre is committed to continue to develop and improve our outcomes framework to ensure that we can deliver a service that fully meets the needs of the young people. This approach has helped to ensure that the concepts of innovation and continuous improvements are driven by the measurement of wellbeing.

We achieve this primarily through the analysis of both individual and aggregate data generated by our outcomes framework. In doing so we are able to carry out an analysis of the impact of our services by ensuring the focus is not just on our inputs or processes, but on the tangible effects of our interventions on young people's lives.

The aggregate data generated by this process is used to carry out ongoing research related to the young person's subjective wellbeing and sense of hope. This data helps us to identify the average rate of change in wellbeing and hope outcomes for the young people in our care, provides "snapshots" of young people's wellbeing and hope at significant stages of their placement and lets us assess the overall performance of the service in achieving good outcomes for young people. This information affords us the opportunity to identify issues arising at a strategic level, informs the content our annual Service Improvement Plan (SIP) and contributes to our ongoing evaluation of the performance of our service in our annual Service Standards and Quality Report (SSQR).

MODEL OF CARE

The Good Shepherd Centre model of care was developed and implemented to address the full range of needs and risks presented by attachment/traumatised young people who display problematic behaviour. It has continued to be adapted in response to developments in research and practice both in Scotland and internationally.

The model has assisted staff within the Good Shepherd Centre to develop their understanding of research and best practice relating to the needs and risks associated with the experience of trauma. This has assisted with the identification of variables that may be significant in terms of assessing risk and in terms of measuring progress within our Wellbeing Outcomes Framework.

The Model implemented within the Good Shepherd Centre advocates adherence to a set of theoretical principles to help inform staff approaches, while retaining the flexibility to closely match interventions to the individual needs and risks presented by the young people placed in our care.

Research suggests that a staff team who feel competent in their knowledge base and are flexible in their ability to adapt their interventions to the needs of the young people in their care are more confident and have higher levels of morale. We believe that this approach helps to produce better outcomes for young people who have experienced attachment/trauma in their childhood.



The principles that inform our model of care are as follows:

Use of attachment/trauma theory
to inform all interventions contained within the
residential milieu. This ensures that the staff team have a full
understanding of the way in which the young person's experiences
can impact on their neurobiological, physical, emotional and
psychological development. This also assists staff to choose the
best strategy to employ in their attempts to meet the young
person's needs and helps them to respect the young person's
right to the development of their wellbeing while
addressing their risky behaviour.

Focus on skills development with young people through the application of the outcomes framework. This is delivered by staff within the residential milieu to ensure that the young person has their learning reinforced within their living and learning environment.

Focus on integration of interventions by staff, parents and social workers to reinforce positive outcomes.

Promotion of
a therapeutic alliance between
staff and young people to assist in the modelling
of healthy attachments and the development
of the young person's sense of physical,
emotional and psychological safety.

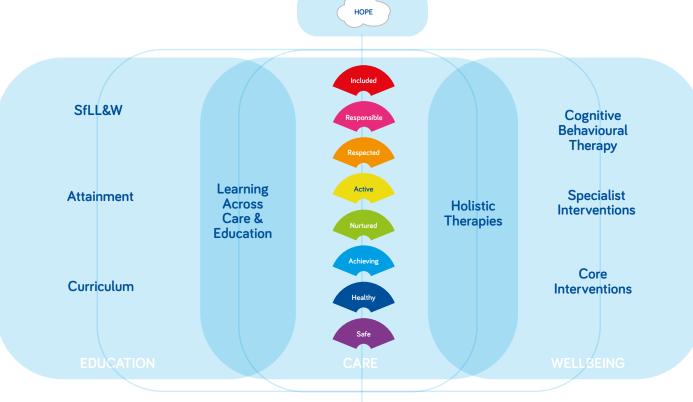
Focus on risk
assessment and risk informed
management of the young person's
behaviour through de escalatory
techniques and promotion of
self-regulatory skills.

Focus on participative activities for staff, parents, children and social workers to ensure that they are fully involved in the promotion of the young person's wellbeing.

OVERVIEW OF SERVICES



TRANSITIONS



ASSESSMENT



SECURE CARE

By Week 40

Young people | Young people have had a 44% improvement in improvement in

have had a 45% feeling Nurtured | feeling Healthy



The Secure Care service has adopted a trauma informed and nurturing approach for the care and wellbeing of our young people. We recognise that the majority of our young people are likely to have experienced adverse childhood experiences and we hope to help them address these in a safe and nurturing environment.

We are in the early stages of our journey of change and began by creating spaces that actively aim to promote feelings of safety, calm and warmth. We have undertaken innovative projects to improve opportunities for our young people. We have provided spaces to learn, grow and develop with opportunities to thrive and give hope for the future.

Bedroom Redesign

We were delighted to announce the completion of the 18 bedrooms.

Welcome Room

We have developed our welcome room using a calming colour scheme with artwork from our young people. We hope this room makes our young people feel welcomed and valued on their arrival.

Nurture Areas and Sensory Strategies

These have been developed to provide a safe space to reflect or have relaxation time. It promotes therapeutic and trusting relationships between staff and young people and allows the young people to utilise sensory strategies that the young people have identified that aid their emotional regulation and resilience.

Games Room

We recognise that play is important for young people regardless of age and stage of development and some of our young people have not had the opportunity to experience different forms of play. The games room offers a variety of activities that can help young people grow and develop whilst having fun doing this.

Hope Plans

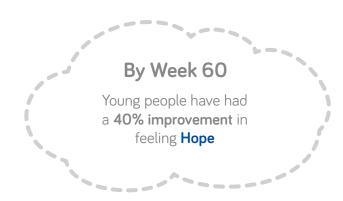
We recognised that interagency collaborative working is essential to promote hope for our young people. We developed a centralised database that is accessible to all departments to add information regarding a young person's wellbeing. This offers information to help develop the personal plans for the young people and individualised strategies to promote the best possible outcomes.











Multi-purpose Sports Pitch

Physical exercise is linked to emotional wellbeing, to promote this for the young people we have opened our sports pitch which offers an outdoor space for young people to play football, basketball, cycling amongst others. This is also a space to have fun days and other events.



CLOSE SUPPORT & SEMI-INDEPENDENT LIVING

Over the last twelve months Close Support has gone through several changes on our journey to be a trauma responsive and rights respecting service for our young people.

Bedroom Project

Through consultation with the young people, it was agreed that the bedrooms could be transformed into a more homely and natural looking environment. Areas such as furniture, flooring, windows, fixtures, fittings and mood lighting were all considered to add to the homely feeling within the bedrooms. The refurbishment of all will be started in early 2020.

Quiet Room

The quiet room is used as a multi-purpose room to allow young people to have telephone calls and visits with their families. As such we have redecorated this room to provide a warmer and more welcoming environment, where families and young people can feel more at ease during family visits. This also provides another area for young people to access when they are wishing to have some time to relax or spend some time by themselves.







Hillview Cottage

The cottage has supported five young people over the past year to develop their independent living skills in a nurturing continuing care environment. Each young person has received tailored individualised support to ensure their transition to community living could be successful for them. Young people participated in the tenancy and citizenship award to evidence the skills they have learned including home care, budgeting, meal planning, cooking and practical household skills.

Three young people returned directly to their home community, moving into independent living supported accommodation. One had achieved full time employment whilst resident in Hillview and this continued when they moved back to their home area. Of the other two; one had participated in employability training and part employment and went on to a similar employability training scheme within their home area, and the other young person completed their school education and moved onto further education in a college in their home area. Two young people requested to move into different more independent resources out with their home communities which would best meet their individual needs. This was possible as they had evidenced their capabilities and skills within the semi-independent setting of Hillview Cottage.

Within Hillview Cottage the living environment has been upgraded with refurbished ensuites, new flooring, new furnishings, and a new nurture area and a games area. The staff have participated in a wide range of training helping to inform their trauma responsive approach and also to support the individual young peoples' own needs with mental health training, autism training and participation in through care events.

HEALTH AND WELLBEING

The Wellbeing Support & Holistic Health Teams have continued to work collaboratively to continue to improve the outcomes for young people through the delivery of the therapeutic interventions, health care support and throughcare support.

Wellbeing Support Team

The team has focused on continuing to research, develop and enhance the differing therapeutic interventions and supports on offer to the young people within the centre.

Teens Mental Health & Life Skills Modules

The team have identified and are in the early stages of introducing & implementing this new resource which will help young people engage in self-reflection, examine their thoughts and feelings, learn new skills, and explore ways to lead healthier, happier lives. Each module addresses a specific mental health or life skills issue.

Transition Coordinator

Through collaborative working, the Transition Coordinator has developed and started to implement the 'Stay Connected' Plans for young people since early 2019 which focuses on planning for young people moving on from The Good Shepherd Centre and reintegration to their community. The plans will work in conjunction with the young people, their families and Social Work Departments as it was identified that this preparation and inclusion was vital to successful transitions. This plan is still in the early stages of being implemented and will monitor the young person's transitional journey through their time within the Good Shepherd Centre and provide continued support for thirteen weeks following on from their time here.

By Week 40

have had a 37%

Young people | Young people have had a 40% improvement in improvement in feeling Respected | feeling Responsible

Tenancy and Citizenship Award

The Award is designed to prepare candidates to obtain and sustain a tenancy whilst providing them with the financial, self-care and life skills necessary to successfully maintain the tenancy. As a result, they will be better equipped to undertake further education, training or employment, live a healthy lifestyle and become responsible, contributing citizens. Our first young person successfully completed this award in December 2018.

Holistic Health Team

The team comprises of our Holistic Health Team Leader, Mental Health Nurse and Holistic Therapist.

Holistic Health Team Leader

Continues to provide the overall health care for young people.

Holistic Therapy

Our Holistic Therapist has continued to source differing treatments and works closely with our young people, providing additional support when required and adapts sessions to suit each young person's needs.

Mental Health Nurse

In conjunction with East Ayrshire Social Work and NHS Ayrshire & Arran the Mental Health Nurse role has been extended to provide further support to the centre which includes initial mental health screening, liaison with FCAMHS, support and guidance for House staff and young people.

EDUCATION

In 2018/2019 we continue to make progress in addressing the National Priorities in Education.

By Week 40 Young people have had a 39% improvement in Achieving

National Priority 1

Improvement in attainment, particularly in literacy and numeracy

We have significantly improved learning support provision for young people. A case in point to illustrate improved outcomes for young people is the example of one young person arriving at the centre functionally illiterate and innumerate. This young person is now reading and accessing learning in maths.

National Priority 2

Closing the attainment gap between the most and least disadvantaged children and young people

Attainment amongst young people continues to be high. An ever widening curriculum is allowing for increased personalisation.

National Priority 3

Improvement in children and young people's health and wellbeing

Young people have responded well to increased opportunities to participate in Outdoor Education and Physical Education. Successful funding applications have contributed greatly to this.

National Priority 4

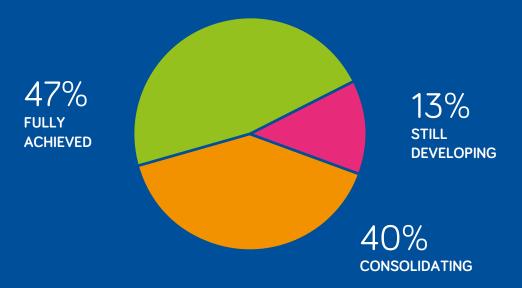
Improvement in employability skills and sustained, positive school-leaver destinations for all young people

The development and implementation of a new transitions framework has increased the likelihood of positive destinations for young people. This has been in combination with the appointment of a staff member to oversee and deliver the Tenancy & Citizenship Award.



SERVICE IMPROVEMENT PLAN TARGETS

The Good Shepherd Centre 2018/2019 Targets



SUMMARY

The final review of 2018-19 has indicated that GSC has achieved 47% of the strategies set out within the SIP. It should be noted that although this falls below our initial target of 70%, the Centre have been going through a significant period of change and many of the strategies achieved have significantly improved the Service for our young people and staff. It should also be noted that the number of strategies that remain in the developing category (40%) whilst moving into our last year of the current Service Improvement Plan, should further enhance our service.

The proportion of strategies listed in the consolidating category (13%) should be considered to be at an acceptable level given the complexity associated with the completion of these goals. They will continue to be reviewed in accordance with the development of the new SIP and those considered relevant will be included in the next Service Improvement Plan.

2018/2019 IMPROVEMENTS

Safe

Scoping exercise completed and recommendations implemented on an individualised basis in conjunction with safe care policy to assess current safe care and risk assessment practices during initial assessment phase.

With 2 managers having completed START:AV (Short Term Assessment of Risk & Treatability: Adolescent Version) Trainer's course, START:AV piloted providing grading on requisite SHANARRIH indicators.

Scoping exercise completed in relation to reducing restrictive practices within Close Support Unit resulting in the unlocking of corridor doors and activity room.



Healthy

Following consultation, recommendations implemented from findings of scoping exercise in relation to initial mental health screening tools, with the PROMIS Health Organisation Emotional Distress – Anxiety scale (PROMIS) and Patient Health Questionnaire 9 – Adolescent Version (PHQ-9A) being introduced to Assessments.

Introduced Psychological First Aid across the Centre.

ACE's training and Resilience Screening delivered for staff across the centre as part of further development of trauma-informed practice.

Mental Health Nurse role introduced to the centre in partnership with Ayrshire and Arran NHS.



Achieving

Life skills Model reviewed and updated for all young people to work through.



Nurtured

Practical strategies implemented to promote meaningful links eg; promoting family support, use of technology for any young person placed at distance from family, to promote family contact, transitions, Social Work support.

Sensory initiatives in development within the Houses.

Consultation carried out in relation to a new bedroom design for the Close Support Unit, with work currently ongoing with the completion of the bedroom project within Secure Care.

Scoping exercise into adaptation of "Talking Hope" research carried out with plans in place to inform communication between staff thereby promoting relationships informed by a greater sense of hope for the young people's capacity to change.



Active

Working party developed to continually explore any reasons for the gap between girls and boys throughout the early part of their placement and in particular the average decrease in scoring between 30–40 weeks.

Same working party providing ongoing recommendations for implementing practical strategies promoting the participation of girls from admission to week 30 and the participation of both boys/girls between weeks 30–40.

Links developed with local community groups and classes to enhance opportunities for young people and staff to take part in activities.



Respected

Restorative practices have been introduced across the Centre.

Independent advocacy service sourced to ensure all young people are fairly represented.

Strength-based practice developed and introduced into assessment documents and reports.



Responsible

New LACE system developed and implemented across the centre to further enhance staff awareness and participation in the identified support in "Responsibilities for All".

Protocols developed to ensure that ALL young people have access to opening up a bank account, passport, National Insurance number and Young Scot card.

Increased opportunities for young people to be involved in focus groups and record evidence of their participation.

All staff completing Duty of Candor training module, introduced by Care Inspectorate.



Included

The Wechsler Individual Achievement Test - 3rd Edition (WIAT III) introduced to Education Initial Assessments.

Questionnaire developed and introduced to elicit views of social work and families in terms of their experience of the assessment and the quality of care that they receive throughout the assessment process.

Compile extensive community list of resources to promote young people's life skills (sourcing local activities/clubs).

Tenancy & Citizenship Award being integrated into everyday activities within Hill View Cottage to maximise number of young people completing this award.



Hope

Hope files and Hope profile developed for each young person.

Staying Connected Plan devised and to be piloted, allowing GSC to maintain contact and an oversight of progress of young people who have returned to the community.

Implementation plan developed in relation to findings from the Talking Hope project taking account of the combination of findings relating to Adverse Childhood Experiences, Resilience and Hope.



EVENTS

2018/2019 was another year of varied and fun events enjoyed by young people and staff!



Pathways and Standards Roadshow

We used a full school approach to generate ideas as to how to become better. Our young people collaborated to tell us what we do well, what stops us from being great and how we can become greater. They worked in teams to design and build their ideal secure unit. The evidence from this event contributed towards the new (draft) National Secure Care Standards.





International Literacy Day

We joined the global celebrations to highlight the importance of literacy and take part in fun activities. Young people and staff dressed up as characters from their favourite groups and took part in technological and creative workshops that brought literacy to life. They even dissected owl pellets to identify the tiny skeletons of regurgitated creatures as part of our "Harry Potter" theme.





Halloween Party

We gathered together to observe All Hallows' Eve and celebrate all things ghoulish in our games hall, temporarily turned into a Creepy Crypt. The festivities opened with a Spooky Parade and included a number of creepy games such as Last Zombie Standing and Beat the Grim Reaper Keeper. We all had fun, except for the poor ghost. He had no body to play with.





Christmas Party

We rounded off 'Year of Young People 2018' at our annual Christmas Celebration by honouring the achievements of our fantastic young people in the presence of their friends and families. We were all extremely excited to receive a special visit and gifts from Santa, Rudolph and his cheeky elf.



Achieving

STEAM Festival

An immensely entertaining and educational week was enjoyed by all during our Science, Technologies, Engineering, Art and Maths festival. The week was packed with stimulating workshops including a virtual reality tour of Chernobyl, our gameshow "It's Only a Steamshow", Grow Your Own Way, Escape the Steam Room and our own CSI Bishopton.



Included

G In The Park

Our annual Summer festival kicked off with a musical bang from rapper, Ransom FA, followed by a set from The Cassettes and solo performances from some of our incredibly talented young people. There was not a dry eye in the place when "This Is Me" was performed by all of our young people using signs to highlight "The Power of Words".



HOPE

Careers and Industrial Awareness Day

2019 saw our second event of this type. Eleven companies and organisations visited and spoke to our young people to offer an insight into their profession and practical advice on how to pursue such a career. In the afternoon we held a Dragon's Den type competition to compliment the event. Our young people really enjoyed the day and a few of them even secured work experience.





Big Soup Share and McMillan Coffee Morning



We welcomed the veterans of Erskine Care Home for a double celebration and to raise funds for McMillan. Our young people harvested vegetables from the centres garden to make soup and baked cakes for our visitors.



AWARDS

SQA Innovation Award for development of Mental Health & Wellbeing Award.

The Good Shepherd Centre received recognition in the form of an Innovation Award for the development of The Mental Health and Wellbeing Award at SCQF Levels 4 and 5.

These qualifications cover introductory topics including; Understanding Mental Health Issues, Influences on Mental Health and Wellbeing, and Coping Strategies. The new qualifications are now available for all schools, colleges, and training providers to start delivery.

These Awards in Mental Health and Wellbeing support the Scottish Government's Mental Health Strategy 2017–2027. Its guiding ambition for mental health is simple but, if realised, will change and save lives.

These qualifications aim to address gaps in knowledge and to improve understanding of mental health whilst:

- Reducing stigma surrounding mental health
- Arming young people with healthy coping strategies
- Promoting knowledge of the impact of mental health on behaviour
- Dispelling myths surrounding mental health
- Promoting understanding of positive and negative impacts on mental health
- Helping individuals to make the right choices
- Promoting understanding of the potential uses and impact of social media and the internet
- Creating resilience





PROFESSIONAL DEVELOPMENT

As an organisation we continue to invest in our staff through ongoing professional development.

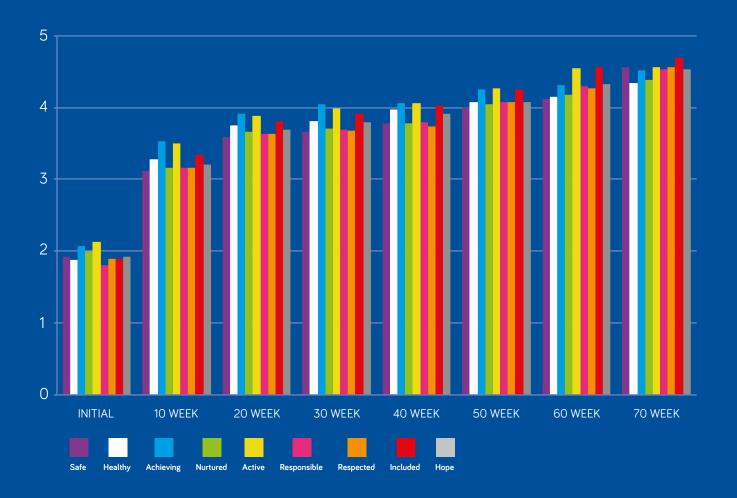
In 2018/2019 professional development opportunities have comprised:

- Successful external verification of SVQ 3&4 Social Services:
 Children & Young People
- Annual PDP/PLP
- TCI every 6 months
- CSE refresher annually
- Child protection annually
- Supporting staff to undertake HNCs
- Supporting staff to undertake Masters qualifications

OUTCOMES REPORT

All our young people are provided with outcomes reports which illustrate their progress under SHANARRI(H) headings.

SUMMARY OF ALL SHANARRI HEADING SCORES 2019



INSPECTION REPORTS



Care Inspectorate

http://www.careinspectorate.com/index.php/type-of-care

Education Scotland

https://education.gov.scot/inspection-reports/renfrewshire/8600066





FOR MORE INFORMATION ON THE SERVICE OR TO MAKE A REFERRAL PLEASE CONTACT