



SERVICE
STANDARDS
AND QUALITY
REPORT

2016/2017

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WELCOME FROM OUR HEAD OF SERVICE

I am delighted to bring to you this Service Standards and Quality Report which highlights the nature, range and diversity of services offered by the Good Shepherd Centre.

It has been an honour this year to step into my new role as Head of Service after our long-standing Head of Service, Maria Harte retired. This leadership change followed a number of measures put in place by our Board of Directors to ensure the continuity and stability of the centre and to allow us to retain our position as a centre of excellence within the child and youth care sector.

The work carried out this year has been outstanding and I would like to thank our staff for their dedication, commitment and enthusiasm in making what we do for our young people so unique and so special. Although we constantly face challenges to change, adapt and improve our services to meet the ever increasing impact of the adverse childhood experiences that many of our young people have faced, we have a strong track record and reputation in utilising the skills and talents of our staff to make a real and lasting difference to the lives of some of the most marginalised and disadvantaged young people in our country.

You will see from this report that we have implemented many new and innovative ideas, initiatives and projects throughout 2016/17, and this drive to improve our services for our young people will continue throughout 2017/18 as we implement our new Service Improvement Plan and find new ways that will allow us to continue to offer our young people time to heal, space to learn, opportunities to thrive and hope to move forward.

Audrey Baird
HEAD OF SERVICE



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 wellbeing icons throughout this booklet.

Safe

Healthy

Achieving

Nurtured

Active

Responsible

Respected

Included

HOPE

WELLBEING AND HOPE OUTCOMES FRAMEWORK

It has been suggested that a care system that prioritises looked after children's emotional wellbeing should 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

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

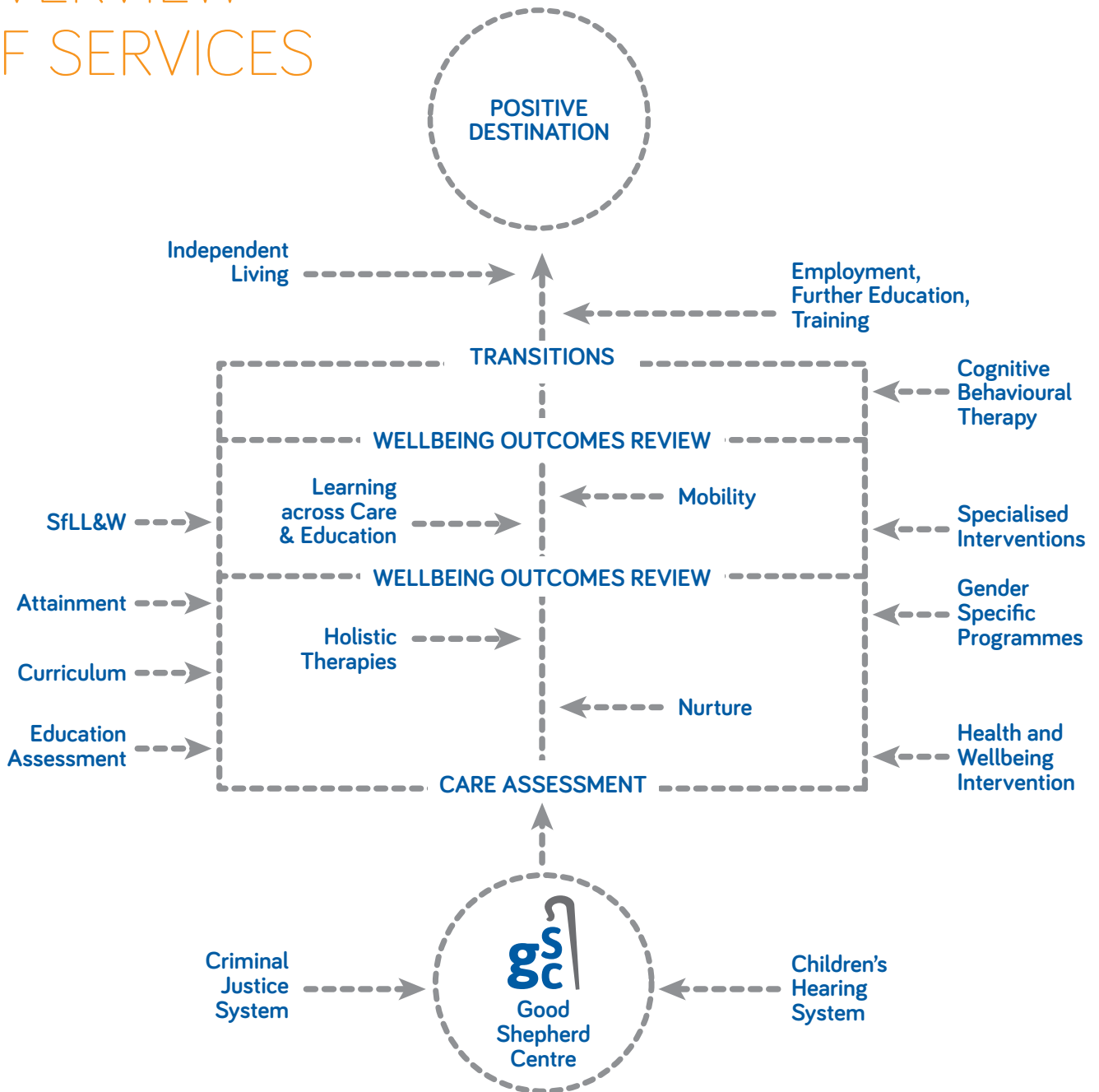
Focus on risk assessment and risk informed management of the young person's behaviour through de escalatory techniques and promotion of self-regulatory skills

Focus on 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 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

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

OVERVIEW OF SERVICES



SECURE CARE SERVICES

Our Secure Care Services continue to be recognised as providing 'excellent' provision for children and young people.



By Week 40

Girls have had a
28% improvement
in feeling **Safe**.

Boys have had a
37% improvement
in feeling **Safe**.

Competition for Room Redesign

When our Head of Centre, Audrey Baird was considering redesigning our young people's bedrooms she came up with the innovative idea of running this as a competition. She contacted the Glasgow School of Art to determine if they would be interested in partnering us in this endeavour. The response was an overwhelming yes!

The **Glasgow School of Art** has produced 5 **Turner Prize winners**, and 30% of nominees since 2006. It is one of the most respected art schools in the world.

The competition was opened to Interior Design students who were invited to visit the centre in order to ensure that all their designs were in accord with Safe Care practices. Two of our young people then visited the Art School to view the resultant designs before they were displayed in the Good Shepherd Centre for all young people and staff to view.

The winner was then chosen through a voting system which included young people, staff and stakeholders.



Winning design by Samantha Cox

CONTINUING CARE



New Service

We have developed a new service which will run as a separate company called 'GSC Through-Care Ltd. River View Cottage is a 2 bedded unit for young people, age 16+. It will provide the opportunity for young people to experience more independence and further their skills as they transition to fully independent living.

River View is a semi-supported living environment where the young person can have a sense of independent living, but with varying supports available to meet their emotional and developmental needs as they progress towards becoming an independent, responsible and confident young adult.



River View and Hill View cottages

EDUCATION

In 2016/2017 we have gained approval to offer, and are now running many new qualifications.



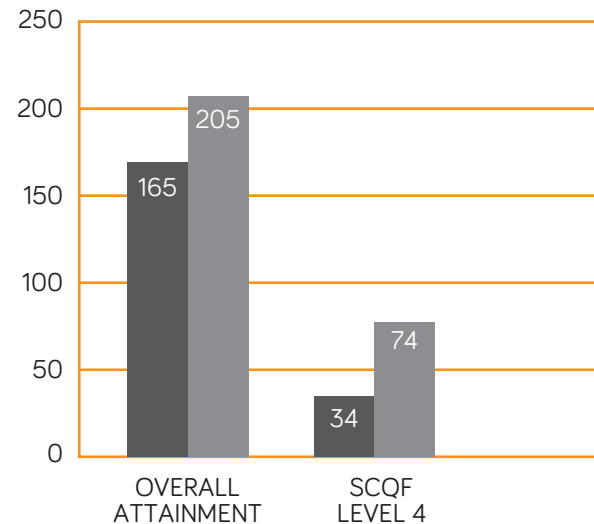
New Qualifications

1. Bikeability Award and Bicycle Maintenance units at levels 3 & 4
2. Work Placement unit at levels 3, 4 & 5
3. Tenancy & Citizenship Award at level 4
4. Skills for Work: Early Education & Childcare at levels 4, 5 & 6
5. NPA in Horticulture at level 4

Attainment

The attainment of the young people continues to rise as we strive to reduce the attainment gap between the most and the least disadvantaged young people in the country.

There has been a 24% increase overall in attainment and we are also pleased to note a 117% increase in the number of SCQF level 4 qualifications gained.



HEALTH AND WELLBEING

There has been a development of the Health & Wellbeing teams to further improve outcomes for young people through focussed intervention and programme work.

There are now 2 teams, the Wellbeing Support Team and the Holistic Health Team.

- The **Wellbeing Support Team** deliver Cognitive Behavioural programmes, “What Works” Programmes, Psychosocial Education Programmes, Wellbeing Programmes and Skills programmes.

The Wellbeing Support Team have developed and implemented new programmes in respect to Child Sexual Exploitation in response to the identified needs of young people.

- The **Holistic Health Team** undertake physical health assessment and interventions, Cognitive Behavioural Therapy and Holistic Health treatments.

This year 100% of young people undertook a fully comprehensive initial health assessment.

An already effective working relationship with FCAMHS has been improved to ensure that all young people’s mental health needs are being met. Multidisciplinary meetings now take place on a monthly basis in order to ensure effectiveness.

All young people’s current physical health needs are diagnosed and met through utilising GP, dentist, optician and sexual health clinic and previously identified but inactioned needs are addressed.

By Week 40

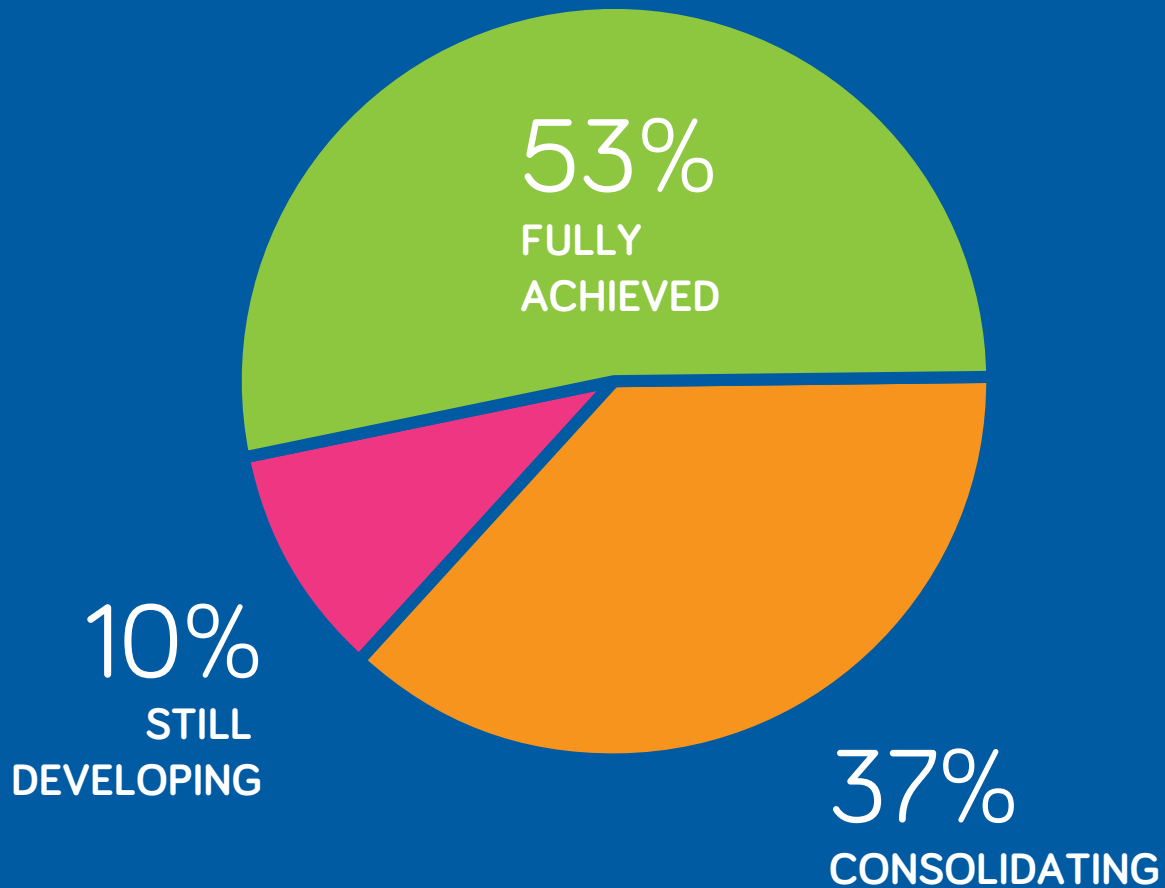
Young people have had a **36% improvement** in feeling **Respected**.

Young people have had a **47% improvement** in feeling **Responsible**.

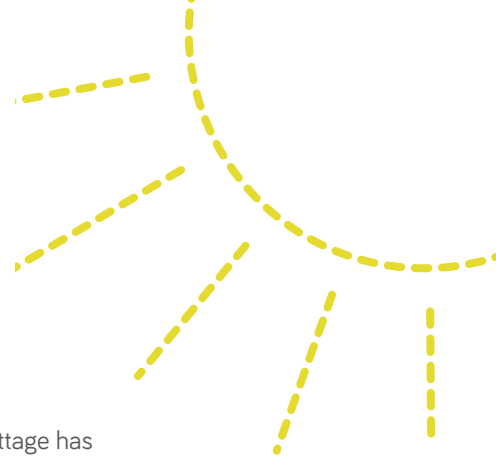


SERVICE IMPROVEMENT PLAN TARGETS

The Good Shepherd Centre 2016/ 2017 Targets



2016/2017 IMPROVEMENTS



Safe

- Assessment documentation for admissions into River View Cottage has been researched and implemented.
- River View Cottage has been decorated and made ready for young people.
- Initial training to staff in START-AV has been delivered.
- A Cyber Safety course has been introduced to young people and staff.
- Alternatives to TCI have been explored.
- National and Local initiatives have been researched in relation to assisting young people to manage their risk in less supervised settings.



Healthy

- A breakfast club has been developed piloted and evaluated in education. This has demonstrated that YP have responded positively to this initiative.
- Existing centre garden has been expanded to allow for more organically grown produce to be provided for young people.
- The school garden now incorporates a seating area and poly tunnel.
- A Holistic Health team has been set up with focus on CBT / mental health / occupational health / alternative therapies.
- Staff understanding has been developed with respect to nutrition to improve young people's understanding of issues relating to healthy eating.





Achieving



Healthy



Included



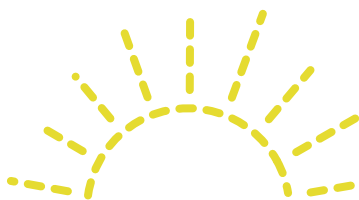
Active



HOPE

Achieving

- The outcomes framework database has been redesigned to facilitate retrieval of wider variety of information for the SSQR.
- A feasibility study has been conducted in relation to value of using ELSA training course for teaching assistants addressing issues relating to social skills, emotions, bereavement, anger management, self-esteem and counselling skill.
- There has been an increase in the overall number of opportunities for our young people to study towards vocational qualifications.
- Information has been researched for inclusion in database for work placements and opportunities within local community for young people.
- We have obtained a 'Green Flag' Eco Schools Status.
- We have created opportunities to showcase work from creative classes.
- There has been an increased level of outdoor activities and volunteering opportunities made available to young people through initiatives such as Duke of Edinburgh and Adopt a Path.
- A 'During the Day' Parents and Carers Day was successfully trialled.
- A centralised database of all young people's achievements/attainments has been created.
- There has been a review of PDP's in relation to a staff skills audit.
- A pilot programme on leadership has been delivered and evaluated.





Nurtured

- The decisions for the décor and furnishing of second cottage in preparation for admissions have been implemented.
- The Theraplay Pilot Programme has been Implemented across all Units.
- There has been a feasibility study in relation to use of Pet Therapy.



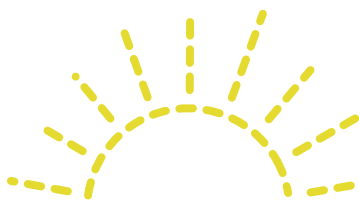
Active

- Planning permission for phase 1 of the multipurpose sports pitch has now been agreed.
- The “Daily Mile” scheme to promote fitness of young people in GSC has been developed and piloted.
- A feasibility study has been conducted into expanding provision of centrally located activities within the Secure Unit for young people i.e. games room providing opportunities for young people to develop social skills and engage in activities.



Respected

- Pilot programme for restorative practices evaluated.
- The basis of Girl's programme research collated.
- The ‘Communicate in Print’ programme when working with young people implemented.
- A partnership project with Glasgow School of Art Interior Design dept took place.





Responsible

- Pilot programme on leadership delivered and evaluated.
- All staff updated in relation to legislation and responsibilities under Freedom of Information (FOISA).
- There has been a formal review of the Service Standards and Quality Report.



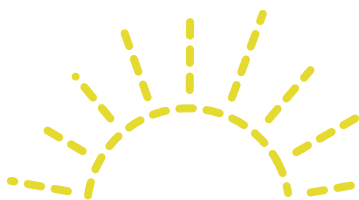
Included

- Continued improvement of learning support to identify and address additional support needs.
- Additional support needs policy updated to reflect current legislation.
- There has been development, implementation and review of the format of Close Support post-admission meetings to include desired outcomes for young people within specific timescales.
- The Tenancy & Citizenship Award has been developed and piloted.
- Opportunities for young people in Close Support to become involved in Renfrewshire Sports for Schools have been investigated.



Hope

- A Transitions Template has been created.
- A theoretical basis of framework for promoting Hope within GSC has been developed and collated.



EVENTS

2016/2017 was another year of varied and fun events enjoyed by young people and staff!



Nurtured



Included



HOPE

Hallowe'en

Another scary afternoon enjoyed by all.



Nurtured



Included



HOPE

Christmas Party

Santa continues to identify who is naughty and who is nice. Luckily there were a lot of nice young people within the centre!



Healthy



Achieving



HOPE

Health and Wellbeing Week

Mmmmh! Eating chillies and insects. Now that's what I call a healthy lunch.

Young people showed their willingness to try new things and to reject the artificial phobias placed upon us by showing willing to eat insects and raw chillies. All totally harmless yet very nutritious!





STEM week

Young people involved in crime, escaping from rooms, setting off rockets? What went on? Our STEM week, that was what. Young people had to interpret information using their knowledge of science in order to find the perpetrator of a crime. They had to solve clues in order to get other clues to solve in order to escape from a room within a certain time. All succeeded we are happy to say! Then young people were designing and building water powered rockets. We certainly had lift off!



G in the Park

Triumph pulled from the jaws of disaster!

On every G in the Park day the sun has shone...until this year. At 8.00am on the morning of Thursday 29th June the skies were dark and rain was starting to fall. Do we cancel?

No way! In a wonderful example of coordinated working the festival was set up in the Games Hall... music equipment, decorations, curtains, food tent. The event kicked off at the scheduled time and what an event! We had local bands; we had some moving and some very funny performances from our young people and a turn from a magician which had the entire audience in tears of laughter.

Another year... another success!



AWARDS



David Nicol, our Science teacher, won the prestigious Royal Horticultural Society Schools Gardening Champion of the Year Award!

David was invited to Wisley, Surrey for the Award Presentation. As well as the title itself, David has won for the Good Shepherd!

- A camcorder
- A cold frame valued at £699
- National Garden gift vouchers to the value of £500
- £100 worth of seeds
- We are expecting a visit from Frances Tophill, (ITV's Love your Garden) in Spring 2018.

Competition judge and RHS Skills Development Manager, Claire Custance said:

"David is a shining example of the positive impact that gardening can have on young people's lives. I hope he inspires schools across the UK to give every child the chance to enjoy the many benefits of gardening, whether that is bringing the curriculum alive, improving health and wellbeing, or simply getting outside in the fresh air to re-connect with nature."

Watch the video on: <https://www.youtube.com/watch?v=dgigsVGxxfE>



David receiving his award from Frances Tophill



We successfully gained The Investors in People Health & Wellbeing Award. Hence we now have the full trio of IIP awards, one of only a handful of centres within the UK to have achieved this landmark.

The Award was presented to us by the Depute First Minister, John Swinney.

John Swinney, Depute First Minister said:

"I was impressed with the commitment, passion and determination of the Good Shepherd staff to improve the chances of young people who come into their care."

Watch the invitation video on: <https://www.youtube.com/watch?v=mjGIVLIVcrl>



Audrey and Roisin receiving the award from John Swinney and Peter Russian (chief executive of IIP)



Centre for excellence
for looked after children in Scotland

Shining Star

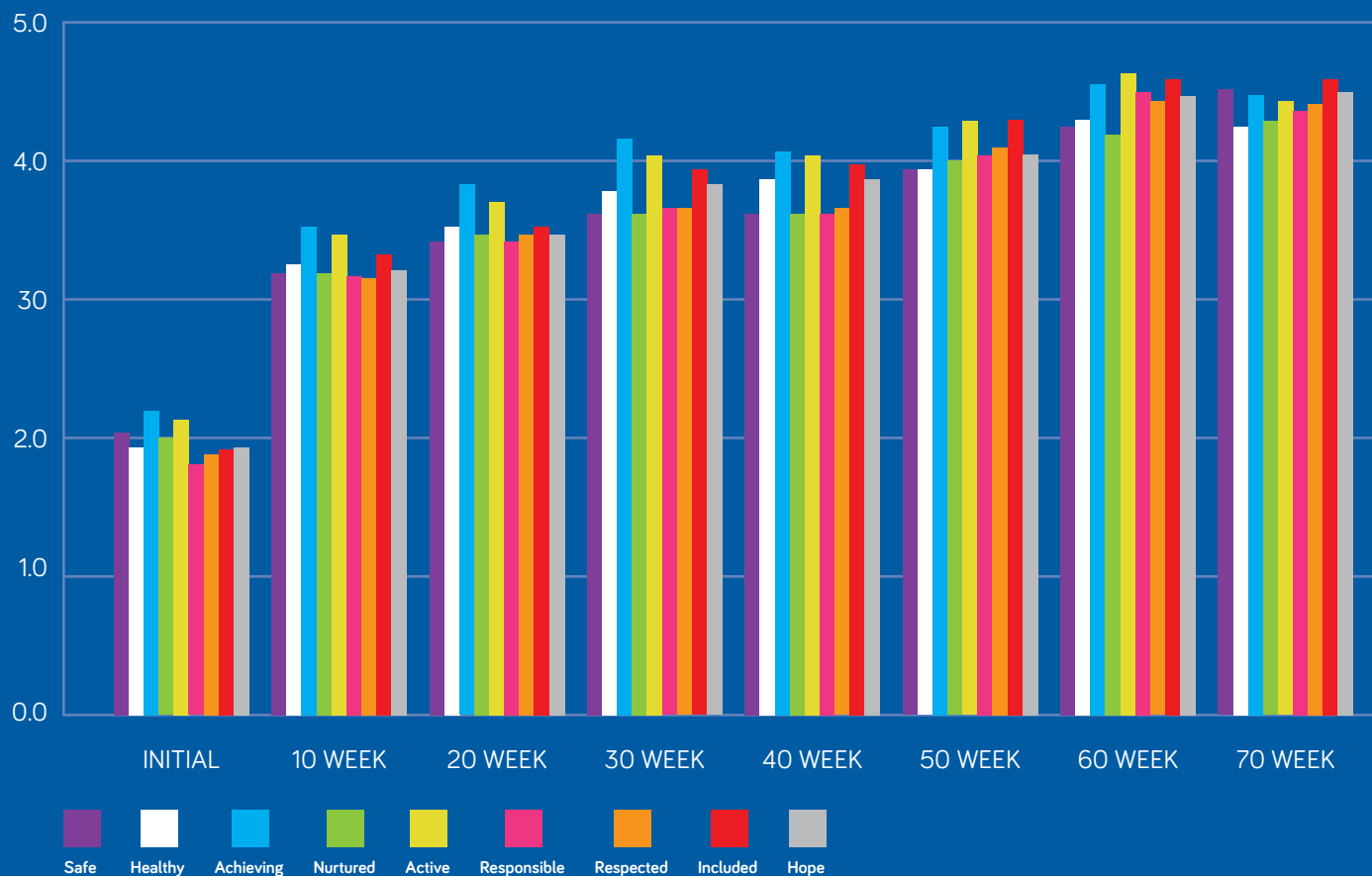
At the SIRCC Awards Ceremony on Wednesday 7 June 2017 employee, Laura Bermingham was recognised for her inspiring ways of working within residential child care in Scotland. Nominated by a young person, Laura was a worthy recipient of this award.



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 2017



PROFESSIONAL DEVELOPMENT

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

In 2016/2017 professional development opportunities have comprised:

- Successful external verification of SVQ 3 Social Services: Children & Young People
- Gained approval for SVQ 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



By Week 60

Young people have had
a **49% improvement**
in **HOPE.**

INSPECTION REPORTS

Care Inspectorate

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

Education Scotland

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

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