



SERVICE
STANDARDS
AND QUALITY
REPORT

2017/2018

WELCOME FROM OUR SENIOR MANAGEMENT TEAM

We are delighted to bring you this Service Standards & Quality Report 2017/2018. This report highlights the nature, range and diversity of Services offered by The Good Shepherd Centre.

The Good Shepherd Centre continues to be a centre of excellence within the child and youth care sector. Year after year we continue to improve in order to provide the best available service to many of the most marginalised and disengaged young people in the country.

Our improvements are always down to the innovation; dedication and enthusiasm of our staff group who continually strive to change adapt and improve our services to meet the impact of the adverse childhood experiences that many of our young people have faced.

In 2017/2018 we have continued to implement many new and innovative projects to improve our services for our young people. We have been the beneficiaries of grants and the recipients of awards. We continue to find ways to allow our young people to develop, to provide them with a space to learn, with opportunities to thrive and to give them the hope to move forward.

Louise Morrison

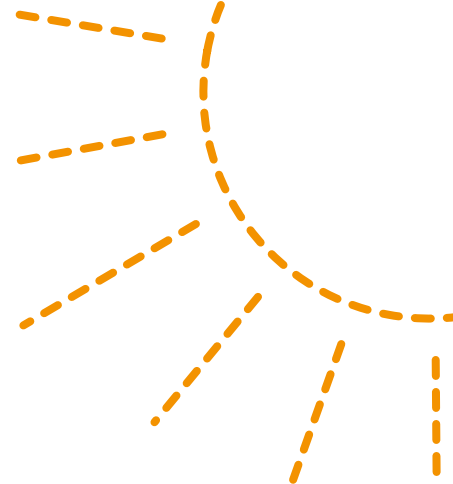
Service Manager – Secure Care

Robert Clark

Service Manager – Close Support,
Semi-Independent Living and Transitions

Paul Brooks

Service Manager – Staff Training & Development



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 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

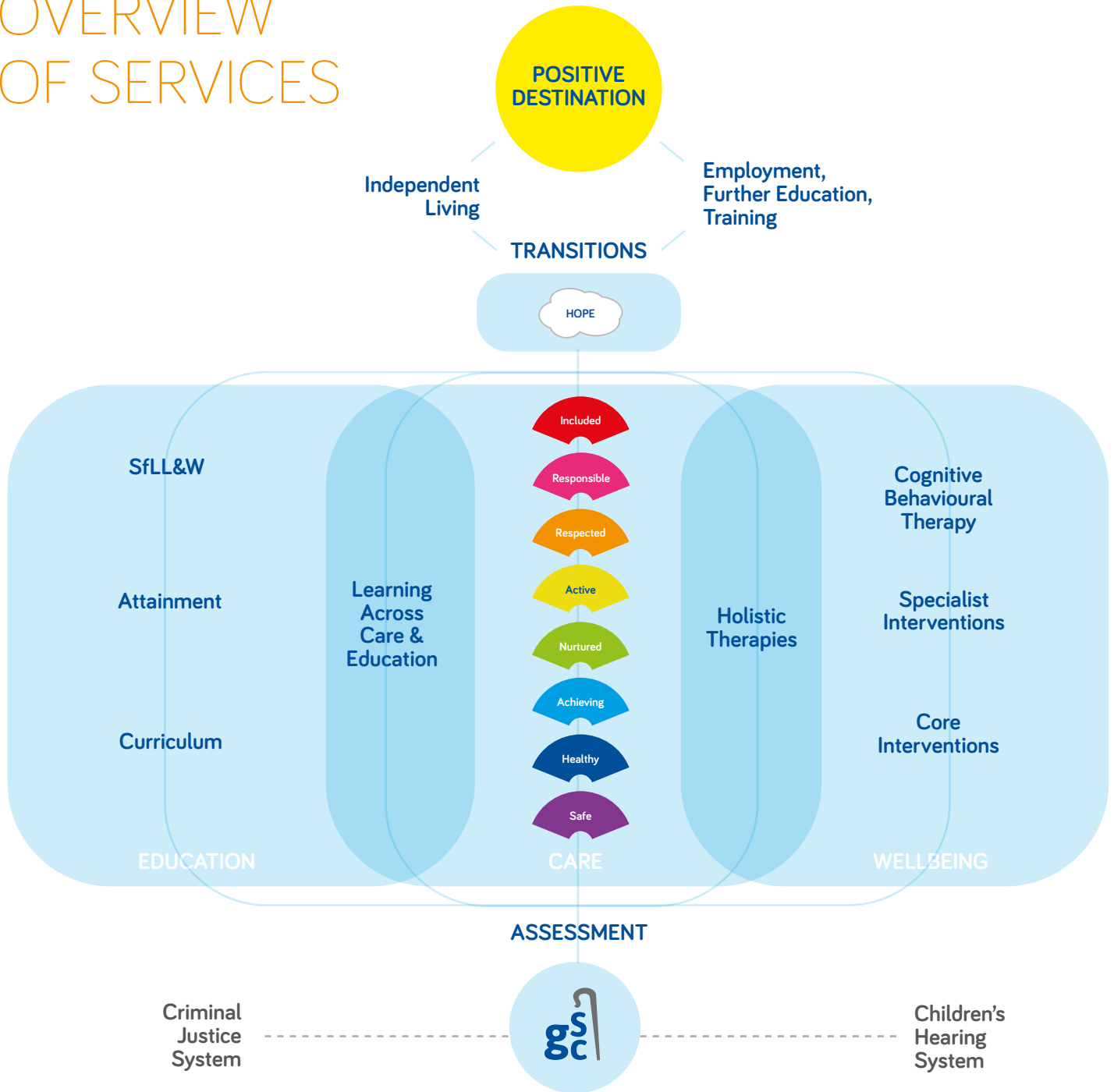
Focus on risk assessment and risk informed management of the young person's behaviour through de escalatory techniques and promotion of self-regulatory skills

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

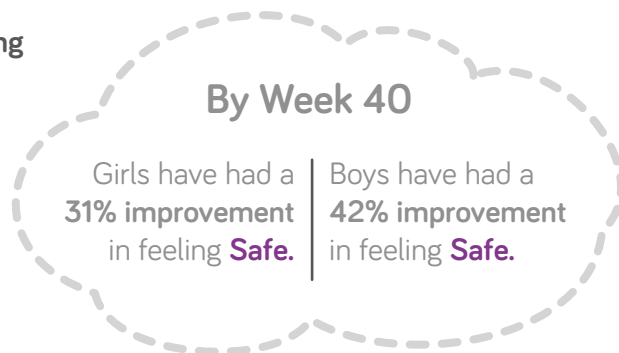
Focus on integration of interventions by staff, parents and social workers to reinforce positive outcomes

OVERVIEW OF SERVICES



SECURE UNIT

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



Bedroom Redesign

We are delighted to announce that the refurbishments of the bedrooms in Secure Care are underway, our aim is to have them complete by mid-November.

Thank you to all the Interior Design students from The Glasgow School of Art that took part in the competition to redesign our bedrooms. Congratulations to Samantha Cox who had the winning design.



Sensory Room

We are proud to have opened a second sensory room in August 2018. A huge thank you to our Unit Manager Natalie Connell, who managed to secure funding from SPIVOX to the sum of £12,500. Our first sensory room has been a great addition to the centre. The benefits of sensory play are well known, they provide an oasis of relaxation which is vital for children's emotional health. The young people experience a little world filled with soothing sounds, moving colours and shapes, bubble tubes, fairy lights, images created by disco balls, and walls covered in adventure where you can touch, feel and explore a myriad of senses.



CLOSE SUPPORT & SEMI-INDEPENDENT LIVING

Close Support: Over the past twelve months, the Close Support Unit has worked alongside the education department to implement the Tenancy and Citizenship Award, which provides our young people with the skills to move on to a more independent life in the community. It is an SQA recognised modular based qualification that uses the Learning Across Care and Education framework to participate both within the House Unit and also the education department.

We also continue to develop the Life Skills framework to ensure it reflects the challenges our young people face within society today such as Internet Safety, Pressures of Body Image and Maximising Employment Opportunities. The Life Skills framework features heavily within our young people's care plans and supports the transition from the interventions completed to more community based, practical learning.

This year, the Close Support Unit has established new links with the local church and Erskine Care Home for Veterans to provide our young people with a variety of opportunities to increase their social skills, employability and hope.

Semi-independent Living: Over the last year Hill View Cottage has worked to support young people in a nurturing continuing care environment to make a needs-led transition to community living. Young people are encouraged to develop their independent living skills such as budgeting, travelling independently, organising own leisure activities, training for work or further education, meal planning and cooking. Through this young people can now receive a formal qualification by completing the Tenancy & Citizenship Award.

Four young people have complete formal education and gained qualifications including one attending mainstream school. One young person went on to attend college in their home community. With the support of the Outreach & Transitions Co-ordinator additional community links have been established with Invest In Renfrewshire and have helped three young people into employability skills training. Staff have continued to support young people who have made a return to community living and remain in regular contact with them.



EDUCATION

In 2017/2018 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.



HEALTH AND WELLBEING

In 2018 there has been a significant move towards integrated working within these departments.

Examples of resultant progress are:

Health: We have been conducting a pilot scheme in conjunction with East Ayrshire Social Work and NHS Ayrshire & Arran whereby we have employed a mental health nurse until February 2019.

We are also working closely with NHS Ayrshire & Arran in a consultative basis with respect to the development of their new Adolescent Mental Health Unit.

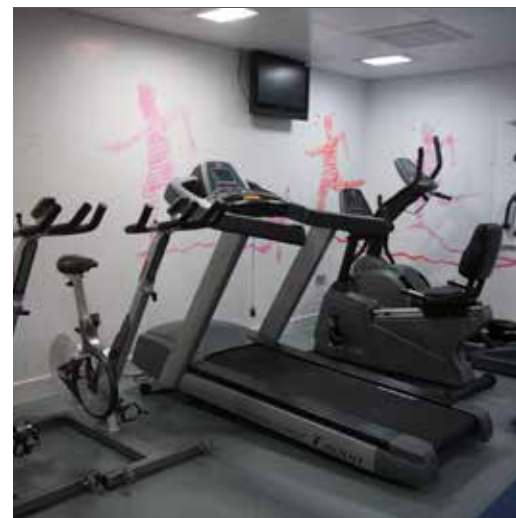
Our Holistic Health delivery has been strengthened with our Holistic Therapist moving from 2½ days per week to 5 days per week. This has been a very popular development for our young people who consistently indicate how much they benefit from Holistic interventions.

Wellbeing: The Wellbeing team have researched and introduced new and improved interventions in order to address the needs of the young people. This has been done in conjunction with a newly developed Interventions Framework.

Transitions: We were pleased to welcome a Tenancy & Citizenship coordinator to our highly skilled Transitions team. With the development of a new Transitions Framework, young people are now being supported more effectively into further education, training or employment. In addition they are now being more effectively supported in the development of Life skills which will increase their chances of sustaining a positive destination.

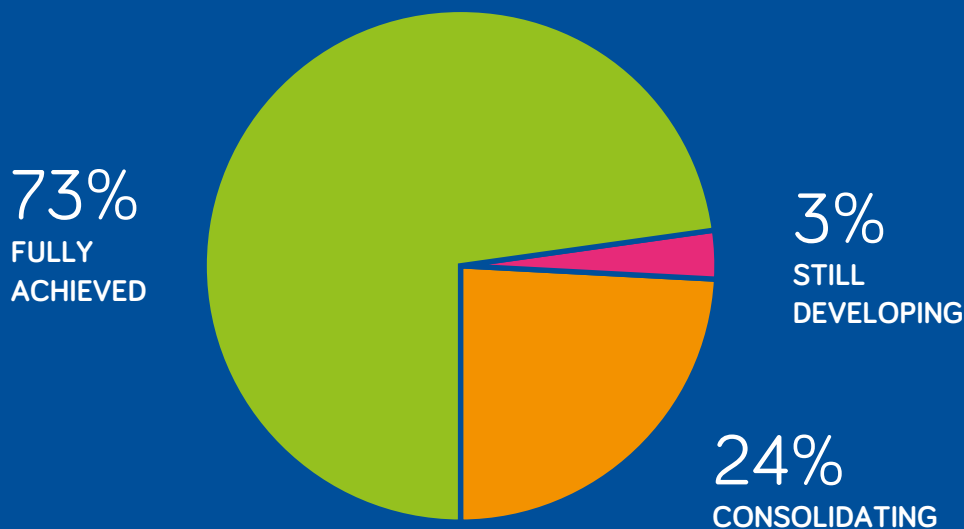
By Week 40

Young people have had a 37% improvement in feeling Respected.	Young people have had a 40% improvement in feeling Responsible.
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SERVICE IMPROVEMENT PLAN TARGETS

The Good Shepherd Centre 2017/2018 Targets

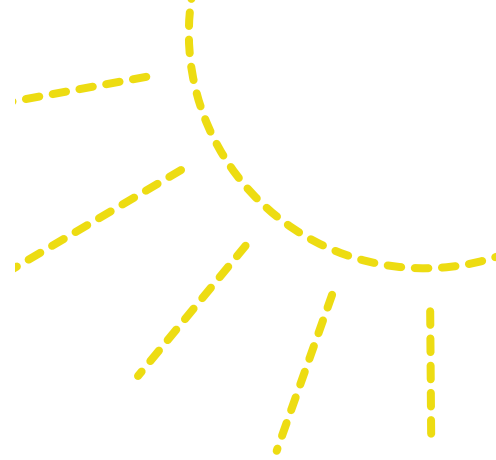


SUMMARY

The final review has indicated that GSC has successfully completed its target of 70% strategies achieved. In fact, it should be noted that the centre staff have exceeded this target by 3% and should be congratulated for their efforts throughout the year. It should also be noted that the number of strategies that remain in the developing category is the lowest recorded in the years in which GSC has used this method of measuring service improvement.

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

2017/2018 IMPROVEMENTS



Safe

We are tracking the involvement and engagement from the young people in specific programmes to promote 'Wellbeing'.



START:AV (Short-Term Assessment of Risk & Treatability: Adolescent Version) has been standardized across the centre. We are currently in the process of training 3 of our managers as trainers with START:AV programme designers.



Further training is being sourced for the 'Wellbeing Support Team' to further develop their skills and knowledge.



Healthy

All young people take part in the Scottish Governments 'Daily Mile' initiative.



An evacuation plan is currently being developed in conjunction with Care Inspectorate/Scottish Government. Once finalised, it will be delivered to all staff.





Achieving

The NPA in Horticulture is being delivered and the young people throughout the centre are working together.



Our young people are undertaking the award for Tenancy and Citizenship.



We are continuing to develop after school activities.



A self-evaluation document for 'How Good is Our School' has been developed specifically for young people.

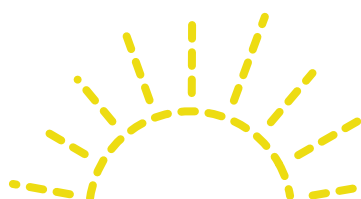


LACE targets have been embedded in every initial assessment report and IEP around the 3 areas of Literacy, Numeracy and Health & Wellbeing.



Nurtured

'Theraplay' programme has been implemented across all units.





Active

A fitness instructor is delivering a fitness class for all staff to take part in every Thursday afternoon.



Healthy



Achieving

We are striving to improve the engagement and activities to young people during the school holidays, therefore we have created an events committee.



Respected

Respected

We are extremely proud to have achieved the 'Gold Status' in the 'Investors in People' and 'Investors in Young People' awards after a vigorous assessment.



Nurtured

Processes and procedures on restorative practices have been developed and communicated to all staff.

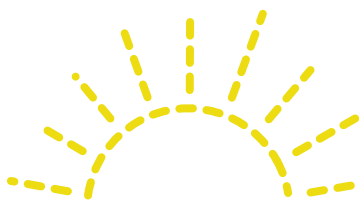


Responsible

A staff training programme has been developed to enhance existing peer mentoring.



Included





Responsible

A review of the quality and standard of report format has been carried out and the findings have been incorporated into the assessment reports.



Our garden has been opened up to the wider community.



A programme for 'Theraplay' has been implemented across all units.



Included

Riverview Cottage opened on 1st April 2018, we are proud to offer a new service for ThroughCare, for 16 + age group.



An information pack for young people leaving our centre is now available to assist the young person in their transition into the community.



An Industry Awareness week took place in April 2018, to assist young people gain valuable information on their future career.



Hope

Psychometric testing in relation to Thomas Education Emotional Intelligence has been piloted and is now fully rolled out.



New modules have been purchased to allow us to promote wellbeing within the centre.



We have rolled out workshops to help promote imagination and creativity, such as a comedy workshop and encore music programme.

EVENTS

2017/2018 was another year of varied and fun events enjoyed by young people and staff!



Industry Awareness Week

This week focuses on helping the students learn more about themselves and what careers may be available to help them fulfil their hopes. A section of employers kindly gave up their time to come and present to our young people, ranging from West College Scotland to the Fire Service.



G in the Park

On a glorious summers' day with the temperature in the 90s our music festival 'G in the Park' ran once again, with some fabulous performances by young people, staff and special invited guests. It is important to remember that for all our young performers this was the first time they had ever performed in front of an audience, and to rapturous applause.





Royal Horticultural Society Open Day

Frances Tophill, (ITV's Love your Garden) paid a visit to the centre where we showcased our Garden. Last year Frances Tophill, (ITV's Love your Garden) presented our Science teacher David Nicol with the prestigious Royal Horticultural Society Schools Gardening Champion of the Year Award. Frances came to visit our centre in May this year, we rolled out the red carpet and were able to showcase our Garden and show her why the award was won.



STEAM Week

A key objective of STEAM Week is to inspire young people to take up studies and careers in the disciplines of science, technology, engineering, art and mathematics. It is about showing young people what is possible through science and the exciting careers and opportunities that these disciplines can present to them. Once again our young people were engaged in CSI Bishopton, solving a heinous crime committed by one of our education department.



AWARDS



SQA Star Award Category: Innovation

The annual SQA Star Awards is a celebration of the outstanding achievements in education and training across Scotland, the UK and around the world. The Good Shepherd Centre has been shortlisted for this year's prestigious SQA Star Award in the category of Innovation.



Grow Wild £4000 and Tesco Bags of Help £1000 for Good Shepherd Centre Nature Trail

We received these awards to help us develop a nature trail behind the Gatehouse. The project will take place over the 2018-2019 and we have already made a good start to this with ground being cleared, allowing a wide variety of spring flowers to be viewed. The coming year will see the development of a defined pathway with information points.





Glasgow Flightpath Fund

In June we received £2700 to allow young people to participate in canoeing and kayaking activities. These experiences will lead to skills acquisition and opportunities to gain appropriate achievements. Our young people will commence these activities in September.



Life Changes Trust

This August we were informed that we had been successful in a £10,000 application to turn the disused land on the site of the old school into a cycle track and wildflower meadow. This will remove an eyesore and transform it into an attractive resource. Our young people will be involved at all stages of the project - from initial design to the hard work.



Cashback for Communities

Our successes in building and using planters were recognised when we gained £1000 to build planters not only for our own use but also for local primary schools. These will be built and distributed in time for next year's growing season.



Orchard Windfall

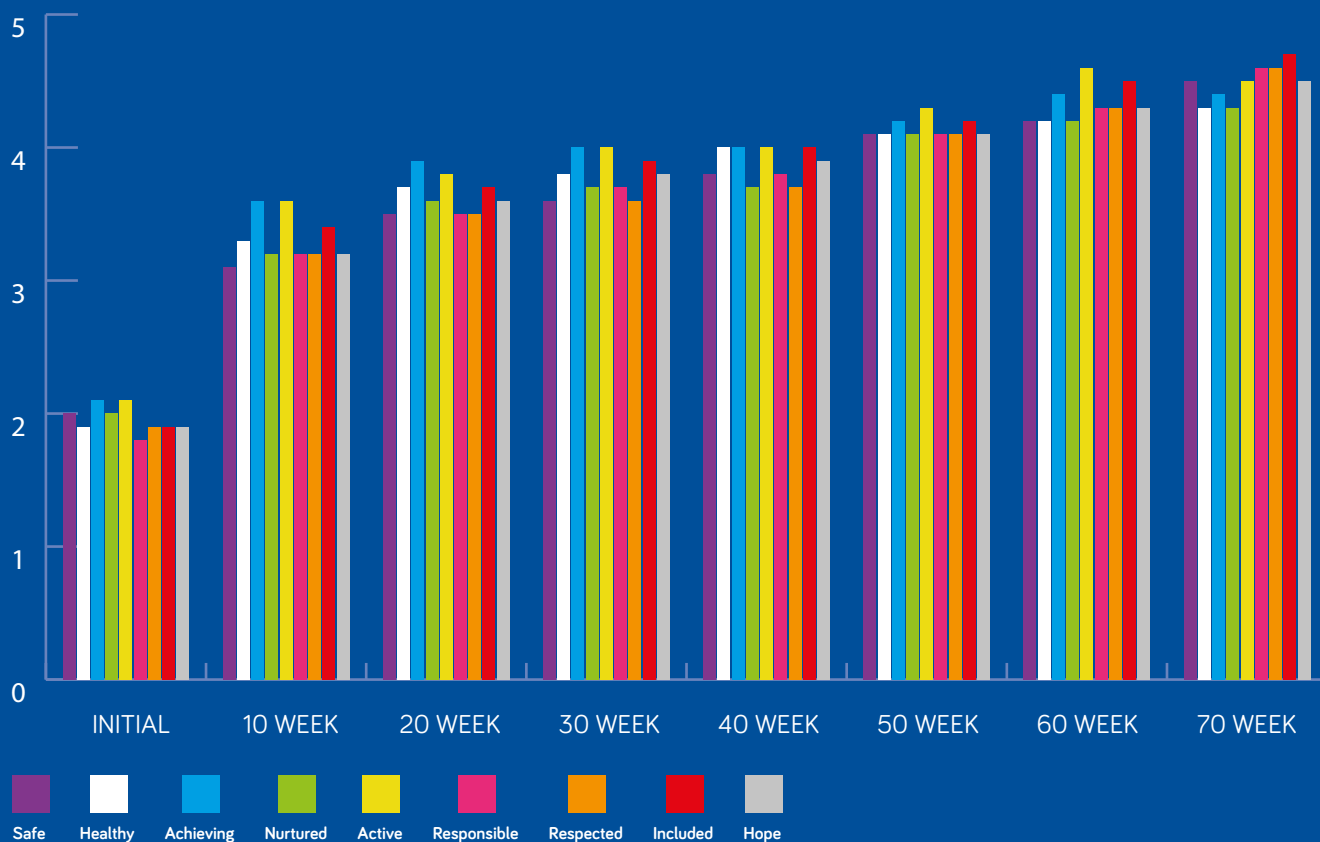
This July we were successful in obtaining £525 in order to plant an orchard. We shall be planting heritage varieties of apples and pears. The planting will take place in November. We shall supplement this grant with some monies of our own to plant a few plum trees in the orchard. Plenty of puddings and jellies on their way!



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 2017/2018 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

By Week 60

Young people have had
a **47% 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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