

Good Shepherd Centre Bishopton Secure Accommodation Service

Good Shepherd Centre Secure Unit
Greenock Road
Bishopton
PA7 5PW

Telephone: 01505 864 500

Type of inspection:
Unannounced

Completed on:
25 May 2023

Service provided by:
The Good Shepherd Centre Bishopton

Service provider number:
SP2012011829

Service no:
CS2012308171

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.

About the inspection

This was an unannounced inspection which took place on 22 May 2023, 23 May 2023, 24 May 2023 and 25 May 2023. The inspection was carried out by four inspectors from the Care Inspectorate.

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

In making our evaluations of the service we:

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

Key messages

- Respect for people was at the forefront of the approach of the service.
- Relationships were a key focus of the care offered at the Good Shepherd Centre. The staff confidently built relationships with young people.
- We found quality assurance was a strength of the service. The processes in place had led to improvement across a number of key themes.
- The environments for young people reflected the respectful and compassionate approach of the service.
- Recruitment and staffing had been the biggest challenge on the service in the last year.

From this inspection we evaluated this service as:

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

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

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

4 - Good

We made an overall evaluation of good for the key question 'How well do we support children and young people's wellbeing?' as there were a number of important strengths which, taken together, clearly outweighed areas for improvement. The strengths had a significant positive impact on young people's experiences and outcomes. We assessed the quality indicator 'Children and young people are safe, feel loved and get the most out of life' as very good, and the quality indicator 'Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights', as good.

Quality indicator 7.1: Children and young people are safe, feel loved and get the most out of life.

We found that when living in Good Shepherd Centre, young people were kept safe both emotionally and physically. They benefitted from knowledgeable adults who understood their needs, listened to them and helped them recover. We found that all of the young people who were living in the centre during our inspection were much safer as a result of the care and support they received.

The work with other agencies was positive. This helped the staff to confidently assess risk, develop plans to prevent risk and fully understand the needs of young people. We found that the assessments of young people were holistic and these informed how young people were supported.

We found effective safeguarding taking place to ensure young people were kept safe. There had been instances when the practice of the staff who were supporting the young people had caused concern, but this had been quickly addressed and action was taken to improve practice.

Relationships were a key focus of the care offered at the Good Shepherd Centre. The staff confidently built relationships with young people. We heard that young people were made to feel welcome, included and accepted when living in the centre and this encouraged them to quickly build relationships. They told us: "Staff are all sound and they are there to help and support me. I think they do this very well." Another said: "[named staff member] and [named staff member] care; they would be here until midnight to check on me when they are meant to finish at 10.30pm." This meant that young people had dedicated and committed staff to support them.

The use of relationships was most visible to us in the continued reduction in restraint usage. The service continued to work with national agencies to look at the prevention of restraint. Young people told us that if they needed to be restrained, which was not a common occurrence, this was done fairly, and they were helped to understand why it had happened and supported to repair relationships afterwards. The non-judgemental approach of staff was really important at these times.

Respect was at the forefront of the approach of the service. We found that the majority of staff understood the individual needs of the young people and adapted their care and support to support young people in the way that they wanted. If a young person's dignity was being compromised by their actions, the staff were proactive in protecting the young person and ensuring they were cared for in a respectful and nurturing way.

The environments for young people reflected the respectful and compassionate approach of the service. There had been improvements to the facilities, including comfier and more homelike couches, decorations and wallpaper across the houses, that ensured as homely a feel as possible. There was full consultation

with young people before changes were made, which meant that young people felt listened to.

Young people were fully engaged in their care and support, and they were nurtured to participate in reviewing how they wanted to be looked after. This was supported by a focus on championing their rights. Young people were supported to engage in meetings about them and to do the things they wished. For one young person, they were enabled to attend a funeral in a nurturing and supportive way. For another young person, they had been supported to develop their own thesaurus to support understanding of language.

The service had access to a number of external professionals who supported the staff to offer responsive but well considered care and support. The input of these specialist supports nurtured reflection and ensured young people received inputs that would help them recover from historical trauma.

Wider than this, we found young people benefitting from the creative practice of staff. Where young people had a specific interest, this would be developed and supported. One young person was working outwith the centre with the gardener. This proactive approach to risk was building the young person's confidence and ensuring they developed life skills and self-efficacy.

The service proactively supported relationships. We heard of young people repairing their relationships with family and building supportive links for a return to the community. We heard from family members: "They are really comfortable here."; and "They have people they feel safe to go out with and always have someone to support them with challenges." It meant that families were involved in directing care and support if they were able to.

Young people told us that they wanted more access to phone calls. Young people had come up with the idea of having a simplistic phone with only the facility to call and text. The leaders of the service were open to how this would be implemented. We found that young people's ideas were always considered and put in place if it was a safe and positive thing to do.

Over the last year, young people had continued to receive a full education programme despite some challenges around recruitment. We found young people enjoying going to school. Our inspection took place during the holidays and young people were missing going to school. The structure of school was well established into the care and support routine for young people and there was a clear communication link between education and care staff. With new additions to the education team, we look forward to seeing the developments over the next year.

Since our last inspection, we found that lots of work had been undertaken to explore what young people wanted to eat and how they could eat a varied and balanced diet. We heard a much more positive response from young people about the food and the efforts of the staff to develop this. This is an area that will need continued and ongoing development as young people move in and out of the service.

Quality indicator 7.2: Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights.

Over the course of what had been a very challenging year for the service, we found leaders inspired and focused on a vision for improving how the service supported its young people. There was a commitment to high standards of practice and ensuring the best outcomes for young people.

The external managers were experienced and consistent presences within the service and led by example. This modelled compassion and care to the staff and ensured that as supportive a culture existed as possible. They were also heavily involved in the reshaping and redesign of the service. There continued to

be ambitious plans despite some significant pressures within the past year.

We found quality assurance was a strength of the service. The processes in place had led to improvement across a number of key themes. The use of restraint had reduced, the approach to safeguarding had been tightened and more robustly applied and medication was being safely managed. The systems and processes in place were cohesive. This meant that when issues arose, they were quickly understood and addressed.

Recruitment and staffing had been the biggest challenge on the service in the last year and we acknowledged during inspection that this was a sector wide pressure. A large number of staff had left and an ongoing recruitment campaign had continued to fill gaps. We heard from young people that staffing levels had impacted upon their care and support at times. One young person told us: "It would be good to have extra staff members so we don't miss out on activities." A social worker told us: "There has been a couple of occasions when staffing has had an impact on my young person's ability to partake in activities." Proactively, the managers had undertaken a data analysis of the staff who had left and had insight into this and were using this to drive recruitment.

Additionally, the service had taken the difficult decision to temporarily suspend one of the houses within the safe centre. This quality assurance decision had created space to upskill new staff and to give people who had been working incredibly hard an opportunity to rebuild their strength and energy. We heard from a social worker: "Staffing I know has been an issue but I was very pleased to see that the [senior management team] were taking this seriously and have closed one of the houses within the centre until they have enough staff in post and [those] staff have had relevant training." This meant the service was self-evaluative and reflective of its strengths and areas for development, and acted upon this.

There was lots of evidence of young people benefitting from a nurturing and relational approach. In some of our observations, we did not see this relational and nurturing approach consistently applied by staff. These observations reflected the need to more fully embed the model of care. The service took this feedback on board and committed to proactively work on improving the consistency and quality of care.

The service had a clear staffing analysis. The skills matrix had been usefully used and we could track the skills deficit across the staff teams using this. We did find that already there was a mix of experienced and non-experienced staff, some of whom had no experience prior to coming to the Good Shepherd Centre. We heard that they will receive tailored support to develop the necessary skills quickly.

The service was proactively looking at how they wrote about young people. The managers had listened to staff and had moved to reduce the amount of paperwork required. The service knew that further work was required. The care plans for young people did not reflect the relational nature of the work being carried out. The service also knew this and had put in place plans to address this over the next months to understand much more about the strengths of care and support and to identify how they could improve young people's care plans and other records.

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area 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).

This area for improvement was made on 13 June 2022.

Action taken since then

The service evidenced a robust approach to safeguarding with a more cohesive system in place to review incidents. This approach ensured that when safeguarding issues arose, they were dealt with more effectively.

Complaints

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

Detailed evaluations

How well do we support children and young people's rights and wellbeing?	4 - Good
7.1 Children and young people are safe, feel loved and get the most out of life	5 - Very Good
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	4 - Good

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