

Care service inspection report

Good Shepherd Centre Bishopton

Secure Accommodation Service

Good Shepherd Centre Secure Unit
Greenock Road
Bishopton
PA7 5PW

Type of inspection: Unannounced

Inspection completed on: 15 September 2014



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Service provided by:

The Good Shepherd Centre Bishopton

Service provider number:

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Care service number:

CS2012308171

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Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

Quality of Care and Support	6	Excellent
Quality of Environment	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	6	Excellent

What the service does well

We identified these key strengths in the areas inspected:

- the service is fully committed to seeking the views of young people and other stakeholders and to ensuring they influence service development;
- young people receive care and support that promotes their physical and emotional wellbeing and provides positive experiences;
- the environment is safe and maintained to a very high standard and achieves a balance between care and security;
- staff are highly motivated, competent and effective. They make very good use of their relationships with young people to bring about change;
- the service's quality assurance systems are rigorous and effective and bring about continuous improvement.

What the service could do better

The service can build on its already excellent performance by continuing to make effective use of its quality assurance systems. We also asked managers to review food provision in light of some comments made by young people. We would suggest putting arrangements made with other services to provide support in the event of evacuation in writing.

What the service has done since the last inspection

The service had:

- continued to refine its outcomes framework (the new system for assessment, planning and review of young people's progress);
- increased its focus on promoting staff welfare;
- carried out a comprehensive review of the management and staffing structure to enable the service to carry out planned improvements;
- arranged a symposium to share the outcome of research into outcomes for young people and to seek the views of stakeholders.

Conclusion

This is an outstanding service of its type, with very effective quality assurance systems to promote continuous improvement and development. Standards of care and support remain consistently high and there is also a high level of satisfaction amongst young people and other stakeholders in most areas. The service's management and leadership provide clear direction to the staff team.

1 About the service we inspected

Good Shepherd Centre Bishopton is a secure accommodation service for up to 18 young people admitted through the Children's Hearing system or remanded or sentenced by the court. It is licensed by Scottish Ministers to provide secure accommodation.

The service is situated in a rural setting near Bishopton, Renfrewshire. The same provider also has a school care accommodation service (The Good Shepherd Close Support) in the same grounds: this shares management and most facilities with the secure unit.

Secure care is provided in three units, each accommodating a maximum of six young people in en-suite bedrooms, with a communal living room, dining room, kitchen, bathroom and quiet room. The units are built around two secure courtyards. There is also a secure education facility. Additional facilities for young people include a gym and fitness suite.

The staff team for both services is led by a senior leadership team consisting of the head of service, depute, and acting heads of care, strategic development and professional development. Each house unit has a manager, assistant managers, senior practitioners and residential care staff. The remainder of the staff group includes teachers and other educational staff and a range of human resources and support staff. The service employs about 130 people in total.

The service provider is the Good Shepherd Centre Bishopton, a private company limited by guarantee.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support - Grade 6 - Excellent

Quality of Environment - Grade 6 - Excellent

Quality of Staffing - Grade 6 - Excellent

Quality of Management and Leadership - Grade 6 - Excellent

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0345 600 9527 or visiting one of our offices.

2 How we inspected this service

The level of inspection we carried out

In this service we carried out a medium intensity inspection. We carry out these inspections where we have assessed the service may need a more intense inspection.

What we did during the inspection

We wrote this report after an unannounced inspection by two inspectors. We visited the service on the following days in 2014:

- Thursday 7 August between 11am and 6.25pm;
- Friday 8 August between 8.50am and 4pm;
- Tuesday 12 August between 10.40pm and 4.50pm, and 8pm and 11.35pm;
- Wednesday 13 August between 10.05am and 5.45pm;
- Monday 15 September 2014 (for a symposium).

We spent some of this time reviewing evidence for the Good Shepherd Close Support, which shares the majority of its policies and procedures, management and staffing with this service. We have written a separate report for this service.

We gave feedback to the senior management team and unit managers on 29 August 2014.

As part of the inspection, we took account of the completed annual return and self-assessment that we asked the provider to complete and submit to us. We sent nine questionnaires to the manager to forward to young people in the service. Of these we received eight completed questionnaires. We also received nine completed questionnaires from staff.

We looked at:

- the service's improvement plan and unit development plans;
- young people's records, including assessments, personal plans and medication;
- records of young people's meetings, the food committee and pupil council;
- menus;
- records of accidents, incidents, restraints and complaints;
- newsletters;
- a communications log;

- safe care checks completed by staff;
- staff meeting records;
- training records;
- health and safety meeting records;
- medication storage arrangements;
- the service's standard operating procedures;
- admission arrangements.

We spoke with:

- 11 young people individually and a number of others briefly in groups;
- one parent;
- 13 care and education staff individually and a number of others in groups;
- operational and support staff;
- the manager and most members of the senior management team;
- the school nurse;
- health consultants;
- three professional visitors.

We also:

- had lunch with young people;
- inspected parts of the premises inside and out, including some young people's rooms;
- spent time observing staff working with young people, including during a new admission process.

Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects

of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firelawscotland.org

What the service has done to meet any recommendations we made at our last inspection

There were no outstanding recommendations.

The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a fully completed self-assessment document from the manager. We were satisfied with the way this was completed and with the relevant information included for each heading that we grade services under. The manager identified what she thought the service did well, some areas for development and any planned changes.

Taking the views of people using the care service into account

We received eight completed questionnaires from young people. In response to the statement 'Overall, I am happy with the quality of care I get here', two agreed and six strongly agreed. Their comments included:

- 'It's a really nice place and you have very nice staff to talk to and you feel at home and you can have more things in your room and you get treated very well along with all the young people and they let you address your issues with staff and house unit (...) is the best unit so far and it provided you with the best support';
- 'Agree the way we are cared for but would rather not be here';
- 'I think it's a great place and the staff are always there for you and always try to make us smile and keep us safe. The staff and managers are brilliant in house unit (...)'.

Three young people did not agree that staff understood the things that were important to them. One was less happy with a number of areas though was still satisfied overall.

We spoke to about 11 young people during our visits. Some did not wish to speak directly with us. Some of our discussions were more in-depth and in private, others brief in a group setting. They told us these things:

- one young person had 'moved on 100%' since she arrived. She was better at controlling anger. She was also sitting her exams, which was 'brilliant';
- one wanted more boundaries but felt staff were too strict. They didn't really stick to the activity planner and didn't explain why. She hadn't self-harmed in a while. The structure had helped. She had more of a sense of hope. She felt safe though there was some bullying in another unit. She also felt quite settled. She described the food as 'hospital food' and felt it should be better quality and healthier';
- one hated being locked in her room at night. Whilst she did not want to be there, she gave the service 8/10. She liked staff and said she got a good standard of care and support.
- some said they would like a swimming pool.

A number of young people expressed some dissatisfaction with the food. We discussed this with managers when we gave feedback and asked that they review the menus with this in mind.

We took young people's comments into account in deciding how to grade the service.

Taking carers' views into account

We sent an e-mail to all the young people's social workers (15 in total) asking for their comments on the service and received two responses, which was disappointing. We spoke to three professional visitors and one parent in person. We have incorporated most of their comments in the relevant sections of the report. However, the overall feedback was very positive. For example:

- 'I am very satisfied with the care provided by the Good Shepherd Centre;'
- 'My expectations of the service have been met to a satisfactory standard'.

3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths

There was robust, comprehensive evidence that the service involved young people and their parents and carers using a range of methods. They had regular opportunities to give their views and influence service development. The service was also proactive in developing participation. There was evidence that the service took action to improve in response to views with feedback to users/carers about changes.

The evidence we took into account in reaching this conclusion included: discussions with and feedback from young people, staff and social workers; a review of young people's records; sight of responses to questionnaires developed by the service; a review of records of young people's meetings; records of the senior managers' meetings; the service improvement plan; looking at young people's rooms; records of visits by members of the board.

Key strengths included:

- there was very good quality written information about the service came in a variety of forms and included a welcome pack and newsletters. These helped young people and their carers to learn about Good Shepherd, how it works and what it can offer. Crucially this kind of information can help young people to be more knowledgeable about the standards of care they should expect and as a consequence compare their actual experience;
- staff implemented the admission process effectively. It was designed to help familiarise young people with the new setting and their rights and responsibilities at what is often a traumatic time;

- young people took part in a series of meetings aimed at expressing their point of view and influencing change. These included the Pupil Council, house meetings, senior management meetings and specialist groups such as the food group, or others to plan for specific events and activities, for example the summer holiday programme. After a number of complaints about the quality of meat and fish for example, the service changed its supplier;
- in house meetings, staff encouraged young people to familiarise themselves with the National Care Standards and to link them to the reality of day-to-day life at Good Shepherd. They asked them to offer suggestions about what they could do better;
- there was an effective and well-managed complaints procedure for dealing with any dissatisfaction;
- young people played a key role in the initial and ongoing individual assessment process so that their views could help to determine the level and area of need. For example, the initial assessment included some self-reporting against certain questions. Areas covered included family and friends, health and safety. The new outcomes framework also took into account young people's views of their progress in each wellbeing area. There were opportunities for them to take part in developing their personal plan, and to attend reviews;
- regular 'key time' sessions between young people and their key workers provided one-to-one opportunities for discussion about issues affecting them;
- after incidents, staff gave young people the chance to reflect on their behaviour and how staff had managed them. This allowed the service to make a fuller analysis of events to see if lessons could be learned;
- the service had a contract with Who Cares? Scotland to provide an independent support and advocacy service to young people. Workers visited them for group and individual discussion;
- regular questionnaires meant that the service could find out what young people, their parents and carers and social workers thought about service quality. Responses to these surveys were collated and analysed with a view to improvements being made;
- staff encouraged parents and carers to visit young people, take part in events and attend meetings so that they could continue to play a part in the young person's life.

Areas for improvement

There was scope for staff to improve the quality of feedback to young people's meetings - we did not find it easy to track progress in some areas.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We ensure that service users' health and wellbeing needs are met.

Service strengths

The service had maintained its outstanding performance since the last inspection, providing a model of its type. It was rigorous in identifying areas for improvement and implementing plans to address them.

We took into account evidence obtained from: questionnaires; observation; discussion with managers and staff, young people and other professionals; young people's records.

One social worker told us about how a young person was achieving in:

- 'education - providing regular, structured education aimed at working towards goals for future (particularly around health and fitness);
- being healthy - providing access to psychological assessment in order to fully meet needs;
- respected/responsible - completing comprehensive assessment work, and offence focused work with the young person.
- being safe - the young person feels safe and secure. Safe holds are used appropriately, and responsibly. Staff have been consistent, and ensure the young person's safety at all times'.

Another said:

- 'The service has provided crisis support to a young person who was very vulnerable and placing himself in significant risk. He has been supported in a planned and coordinated way which has reduced the risk significantly. His health needs are being taken care of to a high standard within this placement. Communication with the unit is excellent. I am updated weekly in written form and have 2-3 weekly telephone updates from the unit staff.'

We have highlighted the following strengths:

- young people received excellent initial health screening by the service's full-time nurse, an active member of the staff team who maintained regular contact with young people throughout their stay. They also had access to a range of alternative and complimentary therapies aimed at increasing feelings of wellbeing and relaxation. Staff made appropriate referrals to primary health care services such as GPs, dentists and opticians to ensure they remained in good general health. In this way the service was able to

- compensate for some of the well-documented gaps in healthcare as a result of moves within the care system. For example, there was a successful programme of dental treatment and up-to-date immunisations;
- initial assessments were very thorough and included sexual health screening and HADS (a recognised depression scale). They provided a comprehensive baseline and allowed the service to provide a range of planned, individual programmes or interventions such as alternatives to violence and alcohol and substance misuse;
 - there were well-established links with the local Child and Adolescent Mental Health Service (CAMHS), which offered advice to staff and or individual support to young people. The level of support reflected the particular vulnerability of the young people in the service, many of whom had recognised mental health conditions, self-harmed or were at higher risk of suicide. The service was supported by two psychologists, one forensic and one clinical. There was well-documented evidence indicating direct support of young people in the most complex cases. Both psychologists also provided full assessments if requested by the placing authority. A qualified cognitive behavioural therapist (CBT) offered support where necessary. There was evidence that these interventions had supported young people to make positive changes;
 - staff established very clear expectations of young people's behaviour. There was an emphasis on positive relationships between staff and young people as the basis for change. Managers had reviewed the approach to 'time away' (from the group) as part of an overall approach to managing behaviour and encouraging learning. They had provided clearer guidance for staff on the implementation of individualised plans for supporting young people when they became frustrated or angry, to which young people had contributed. The service put right any damage to the environment promptly. This way of working created a more relaxed and safer environment and promoted reflection and learning;
 - there was effective management of incidents, including restraints, in line with best practice. The outcomes here included a safer environment, lessening of harm, and opportunities to learn from behaviour;
 - young people had regular fresh air and exercise. Staff made good use of the courtyards, gym and fitness equipment. Some young people had had the support of a personal training instructor to improve fitness levels;
 - a key strength of the service was the integration of care, education and specialist support, which contributed to young people receiving high quality support. This involved these staff meeting regularly to review progress and update interventions. There was a very effective system for assessment, planning, intervention and review that made use of national guidance. The service's sector-leading 'outcomes framework' allowed identification of key areas of need and provided a very effective system for focusing on achieving positive outcomes and measuring progress against these. The use of chronologies was recognised good practice in allowing those working

with young people to see them in the context of their previous experiences and aided analysis of need;

- we identified tangible changes for a number of young people in areas such as healthy eating. Another innovative intervention was provided by the Dogs Trust, promoting personal responsibility, respect, anger management and empathy. The service also provided an interesting and varied programme of after-school activities, recently expanded. This was aimed at extending learning opportunities throughout the day, improving social interaction, reducing boredom, and providing additional physical activity. There had been a very good summer activity programme and Commonwealth Games week. One young person had gone camping with staff. Staff encouraged young people aged 16 and over to register for a postal vote for the Scottish referendum. This contributed to greater inclusion in matters of national importance. Similarly there had been discussion sessions on the independence issue. We found a number of example of young people achieving, for example one had won a national poster competition winner. Others had obtained certificates for cycle maintenance or City and Guilds;
- the service worked very effectively with an independent organisation that offered well-researched support to provide assessments and interventions that were measured alongside other targets within the wellbeing framework. They regularly had three skilled practitioners on site to support young people experiencing trauma or with sexually harmful behaviour for example.
- staff worked hard at balancing young people's individual food preferences and the need to provide a balanced and interesting diet. The service had achieved a recognised healthy living award, recognising caterers and food service outlets that help people to eat more healthily. Some young people wished to have a lower fat diet and to take part in more strenuous physical exercise and had received support and achieved some success. The average satisfaction rating for food in the previous few months was 75-80%. The menus indicated a wide range of menu choices;
- staff effectively managed young people's medication to keep them safe and healthy. Senior staff regularly audited records to ensure staff adhered to recognised best practice. There was evidence of the service appropriately challenging changes to medications. This included seeking a second opinion that led to a different, positive outcome for the young person;
- there was an emphasis on good night-time care and routines to aid restful sleep. Night staff made an important contribution to the service's ethos and ensured they communicated effectively with young people effectively when they needed to talk through their day or seek reassurance, and made regular checks throughout the night to keep them safe;
- staff supported young people's continuing family relationships and friendships where appropriate and possible to provide an element of continuity and sense of belonging. For example, they provided a parenting programme on handling teenage behaviour, identifying intended outcome for participants;

- we observed staff admitting a young person. They handled this sensitively despite the young person arriving much earlier than expected and towards the end of a shift. They showed an understanding of the young person's feelings at a distressing time, balanced with the need to ensure her and others' safety and security;
- staff handovers were effectively managed and contributed to providing continuity of care and sharing of key information.

Areas for improvement

One social worker said the young person for whom she was responsible had felt 'unsafe and unsupported' when first placed at the service, in particular at night, as staff would not come into her room to offer her support during period of 'flash back' episodes. Staffing levels at night do not normally allow young people to leave their rooms except in an emergency. We discussed this with managers but did not review the records.

Despite the satisfaction ratings reported by the service, some young people told us they did not like some of the food. We asked managers to look at this further.

The service aimed to develop a vulnerable girls' group in recognition of particular pressures facing them. They planned to provide training for staff by October 2014.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

Service strengths

The strengths recorded under Quality Theme 1.1 are also relevant strengths in this area. In addition, young people had been able to personalise their bedrooms, chose paint colours and take advantage of a 'bedroom award' (for tidiness) to make further improvements.

Areas for improvement

See Quality Theme 1.1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 2

We make sure that the environment is safe and service users are protected.

Service strengths

The service reached an excellent standard in this area by ensuring that the environment was maintained at a consistently high level and reflected the aims and objectives of a secure service caring for very vulnerable young people.

The following are the service's main strengths:

- the service gave high priority in all its activities to providing a safe environment and equipment and safe practices for young people. For example, house units were clean and uncluttered, and emergency exits clear. Food storage was appropriate. Regular 'safe care' checks of the living environment formed part of a programme of ongoing safety measures. Staff

- had access to suitable personal protective equipment. The service also had effective arrangements for keeping their vehicles in roadworthy condition;
- a cross-section of staff took part in regular health and safety meetings to discuss a wide range of environmental and operational safety issues;
 - comprehensive standard operating procedures provided stringent controls for all aspects of safety and security, including movement through the building, visitors, communications, equipment and emergencies;
 - the service provided centralised management of movement throughout the building by trained control room staff and an effective duty officer system. Care, education and support staff worked cooperatively to good effect;
 - staff were familiar with and confident about their responsibilities in the event of a fire or other emergency. Managers confirmed that they had made arrangements with the relevant local services including fire and rescue, who would provide support in the event of an emergency. Staff ensured that young people were aware of evacuation procedures;
 - support and operational managers had a thorough understanding of the service's specific needs in relation to safety, security and care in a secure service where such things require to be sensitively balanced at all times. They undertook regular checks of the premises both inside and out;
 - the use of technology allowed the service to prevent anyone unauthorised from entering the premises, and to keep children safe whilst respecting their dignity and privacy;
 - the system for repairs and maintenance worked well, with managers prioritising and addressing issues promptly;
 - there was safe and suitable storage of medication;
 - the service maintained a back-up generator in the event of power losses;
 - managers ensured there were sufficient staff on duty and on the premises to maintain safety and security.

Areas for improvement

The service should ensure that their arrangements with other services to provide support in the event of evacuation are put in writing.

There was a need for minor cleaning or refreshing of paintwork in one young person's en-suite shower room.

There was no risk assessment for the premises. Managers explained that they regularly reviewed the whole environment and incorporated any changes into the standard operating procedures. We would suggest that the service ensure the process of risk assessment is recorded.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths

The strengths recorded under Quality Theme 1.1 are also relevant strengths in this area. In addition, young people continued to play a significant part in recruitment and selection of staff. They also had opportunities to make known their views on staff by means of questionnaires and complaints.

Areas for improvement

See Quality Theme 1.1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 3

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

Service strengths

The service reached an excellent standard in this area, and demonstrated an exemplary performance. The consistently high levels of performance amongst the staff group and their very positive relationships with young people contributed to the service's success and to young people's positive outcomes and experiences. In reaching this conclusion we took account of the views of young people, staff and other professionals; observation of staff working with young people; evidence of training, development and supervision; and professional registers (maintained by the Scottish Social Services Council, the Nursing and Midwifery Council and the General Teaching Council).

A social worker told us: 'The quality of staff appears to be of a high level. The communication between staff is excellent. Key workers are always available, and ensure regular communication'. Another said 'I have been impressed by the quality

of staffing. I am usually able to discuss (the young person's) progress with a familiar person'. The consultants we spoke to made similar, positive comments about the quality of the staff group and the important contribution they made to young people's progress.

These were the service's main strengths:

- staff had registered with the appropriate professional body. This required them to obtain minimum relevant qualifications, to take part in professional training and development, and to abide by a code of conduct;
- staff, including those on nights, had access to a wide range of ongoing training. The training programme included a comprehensive induction as well as foundation and specialist training of a very high standard and covering a wide range of areas relevant to young people's care and development. The service aimed to increase the number of staff qualified to provide training internally;
- we found staff to be well-informed, caring, committed and enthusiastic. There had been few changes in recent years which had resulted in a consistent and experienced staff team. Staff played a full part in assessments and interventions and were familiar with the service's 'outcomes framework' and their part in it. Staff expressed their support for the overall aim of improving wellbeing. At the recent symposium for example (see Quality Theme 4.4) they played a key role in gathering the views and comments of those attending;
- we noted the strong relationships between staff and young people. We observed positive interactions and interventions. Staff knew young people very well and as a result could spot potential difficulties early enough to intervene. Young people appeared to be well-occupied at all times and staff used additional skills such as cooking, sport and beauty therapy to good effect. They paid very good attention to establishing nurturing routines, in particular at bedtime. We felt this had contributed to minimising the number of incidents and creating calm and relaxed units;
- when young people were in crisis, staff used the service's safety protocols very effectively. These included additional one-to-one time and increased observation when their personal safety was at risk;
- staff confirmed they were well supported through team meetings, supervision (we confirmed this was taking place regularly) and modelling of good practice. Debriefing after incidents allowed time for staff to reflect and identify their feelings. They also made good use of the National Care Standards to evaluate and guide their work. Some staff gave examples of receiving additional support and understanding from senior managers at difficult times. In some instances their work had achieved national recognition, for example secondment to a specialist project;

- since the last inspection there had been greater emphasis on staff welfare. This included provision of peer support, holistic therapies, counselling and gym discounts. During our visit, staff were having free health and wellbeing and fitness checks which were to be followed by exercise classes;
- recently, there had been more opportunities for staff to take up promoted posts in the new structure. These had allowed them to develop new skills in a supported environment.

Areas for improvement

Whilst all staff had accessed suicide prevention training, the provider may wish to consider making the more in-depth course available to all relevant staff. This would reflect the high levels of need and vulnerability in this type of service.

We also asked managers to review the provision of foundation training for support staff, specifically in child protection.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 6 - Excellent

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths

The strengths recorded under Quality Theme 1.1 are also relevant strengths in this area. In addition, young people had opportunities to influence the service by:

- attending (on a rotational basis) meetings of the senior management team;
- offering ideas and suggestions as part of the Blue Sky initiative (see Quality Theme 4.4 for more details). This had led to a focus group to develop a peer support programme. Young people had been balloted on the appropriate name for this.

Areas for improvement

See Quality Theme 1.1.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

Statement 4

We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide

Service strengths

The service met or exceeded all aspects of this statement. and demonstrated an outstanding performance. This had been maintained since the last inspection and there was every indication it would be sustained. We found a strong emphasis on continuous improvement at all levels of the service and very effective use of a wide range of quality assurance methods. We came to this conclusion after considering the following sources of evidence: staff, young people and professional visitors; young

people's records; consultation records; a range of audits; and the service improvement plan.

We identified these strengths (in addition to those detailed in Quality Theme 1.1):

- the commitment to continuous improvement was demonstrated by the service's very successful, independently led 'Blue Sky' event aimed at encouraging innovation. This initiative encouraged the wider staff group and young people to take ownership of the improvement process. It had generated a number of new ideas from staff and young people and had led to the development of an 'Innovation Team' incorporating staff from across the service and an external consultant. We found it encouraging that, in addition to a number of higher-level, longer-term plans, the service had taken on board a number of ideas aimed at bringing about more immediate change and positive outcomes for young people. These included an expanded range of after-school activities. This allowed staff to make good use of skills and interests;
- the service used an annual improvement plan identifying a wide range of areas for development. This also made use of key performance indicators (including training, supervision and recruitment) and the national wellbeing outcomes to measure progress. Each house unit had its own development areas including contributions from staff and young people. Managers monitored progress on a regular basis;
- since the last inspection, there had been a comprehensive review of the management and staffing structure to enable the service to carry out planned improvements. This demonstrated an effective, joined-up approach, one outcome of which was to provide a number of new opportunities for staff to develop leadership and other skills in promoted posts. This new structure was subject to review;
- the service arranged a symposium which took place shortly after the inspection (and which we attended). The main aims of this were to share with other professionals the outcome of research into outcomes for young people undertaken on behalf of the service (which will contribute to its development), to present the service's new outcomes framework, and to obtain the views of those attending on the service's improvement priorities;
- senior staff in the organisation had also sat on working parties and contributed to the development of national approaches in child care;
- the service informed us promptly of any significant events in the service, information which we use as part of our ongoing scrutiny of services' performance. They also completed a self-assessment, which we used as the basis of our inspection;
- a comprehensive database allowed the operational manager to monitor accidents and incidents on an ongoing basis to identify patterns across the

service. These were also overseen by the head of service, who maintained an overview in this key area of service provision;

- visits by board members provided an essential element of external management and 'corporate parenting'. These visits included direct contact with young people and staff as well as inspection of the premises. The chair of the board also met regularly with the head of service and was well-informed about the improvement agenda;
- the service had begun to make good use of a new database, developed as part of the innovative new 'outcomes framework'. This had allowed the service to collate a wide range of information about young people's progress in key areas of their development. Whilst this was in its relatively early stages, it had already been useful not only in tracking individual young people, but in highlighting certain patterns and trends. These will start to influence service provision in the future;
- senior managers operated an 'open door' policy, ensuring they were accessible to staff at all levels;
- the service had an Investors in People award, an accredited business improvement framework requiring external validation.

Areas for improvement

The service had a number of plans for further development, including:

- a new, integrated Good Shepherd improvement plan for 2014-2015;
- the creation of a learning hub providing staff with access to range of resources and learning materials.

Grade awarded for this statement: 6 - Excellent

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

No complaints have been upheld since the last inspection.

Enforcements

We have taken no enforcement action against this care service since the last inspection.

Additional Information

Not applicable.

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

5 Summary of grades

Quality of Care and Support - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Environment - 6 - Excellent	
Statement 1	6 - Excellent
Statement 2	6 - Excellent
Quality of Staffing - 6 - Excellent	
Statement 1	6 - Excellent
Statement 3	6 - Excellent
Quality of Management and Leadership - 6 - Excellent	
Statement 1	6 - Excellent
Statement 4	6 - Excellent

6 Inspection and grading history

Date	Type	Gradings
27 Mar 2014	Announced (Short Notice)	Care and support 6 - Excellent Environment 6 - Excellent Staffing 6 - Excellent Management and Leadership 6 - Excellent

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.

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ہے بایتسرد می م وونابز رگی دی روا ولکش رگی دی رپ شرازگ تعاشا ہی

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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