

# Hassockfield Secure Training Centre

## Inspection report for Secure Training Centre

---

**Inspection date** 01 December 2011

**Lead inspector** Linda Christie

**Additional inspector(s)** Malcolm Stannard  
Shaun Common

**Type of inspection** Key - unannounced

**Type of registration** Secure Training Centre

---

**Service address** Hassockfield Secure Training Centre  
Corbridge Road  
Medomsley  
Consett  
County Durham  
DH8 6QY

**Telephone number** 01207 565600

**Email address** trevor.wilson-smith@serco.com

**Director** Trevor Wilson-Smith



## About this inspection

The purpose of inspection is to provide assurance to the Secretary of State that secure training centres provide an environment that promotes the safety and welfare of young people and that will help prevent children and young people offending in the future, and in particular that:

- the safeguarding of children and young people is effective
- programmes exist to tackle offending behaviour and meet the citizenship and resettlement needs of children and young people
- the performance of the Secure Training Centre provider meets the quality of service expected in the inspections standards
- there is a purposeful regime in which children and young people are encouraged to take part
- there is effective security and control within the Secure Training Centre
- high standards of social care, health care, education and training are provided for children and young people
- the individual needs of children and young people are fully assessed and there are plans for meeting them as far as possible.

The Secretary of State for Justice causes Secure Training Centres to be inspected in accordance with Rule 43 of the Secure Training Centres Rules (produced in compliance with Section 47 of the Prison Act 1952, as amended by Section 6(2) of the Criminal Justice and Public Order Act 1994), Section 80 of Children's Act 1989 and any subsequent legislation. Her Majesty's Chief Inspector's power to inspect Secure Training Centres is provided by section 146 of the Education and Inspection Act 2006.

This was a key unannounced inspection carried out in accordance with the service level agreement between the Youth Justice Board and Ofsted. The standards used during the inspection were those agreed between the Youth Justice Board and Ofsted.

The last full inspection was carried out in May 2011 with an interim inspection in December 2010.

A team of social care inspectors spent 3.5 days on site reviewing standards and the impact of the service on young people.

## **The key inspection judgements and what they mean**

Outstanding: this aspect of the provision is of exceptionally high quality

Good: this aspect of the provision is strong

Satisfactory: this aspect of the provision is sound

Inadequate: this aspect of the provision is not good enough

Not judged: this aspect of the provision was not judged

For more information about Ofsted inspections, please see Ofsted website:

*[www.ofsted.gov.uk](http://www.ofsted.gov.uk)*

## Service Information

### Brief description of the service

1. Hassockfield is one of four purpose built secure training centres and is managed by Serco.
2. Hassockfield is situated near the town of Consett in County Durham. It offers secure provision for young people aged 12 to 17 years who meet the criteria for custodial sentence or secure remand.
3. The centre caters for up to 58 young people of both genders. During the inspection 54 young people were in residence. Young people live in four separate house blocks. Three of the house blocks each have two residential living units.

### Summary

#### **The overall quality rating is good.**

This is an overview of what the inspectors found during the inspection.

4. The centre has already been subject to a full inspection in May 2011 and was judged inadequate due to a breach in security and failure to follow procedures. Normally the follow up inspection is a short unannounced inspection where progress against previous recommendations are reviewed, including all standards in the staying safe outcome area. At the request of the Youth Justice Board this inspection, which was unannounced, was more detailed. Inspectors reviewed all outcome areas, with the exception of education. Standards under staying safe and management outcome areas were reviewed in detail. All other standards were covered in sufficient detail with verification of outcomes for young people to form a robust judgement.
5. The senior management team had put in place a clear improvement plan to address the issues raised in the previous inspection and continue to develop all aspects of the centre's work. A strategic development plan is in place which, while defining targets for each area of the centre, promotes a joined up departmental approach for the provision. There is also a strong emphasis on consolidating and embedding good practice to ensure the best possible outcomes for all young people placed at the centre.
6. Security arrangements at the centre have been reviewed and strengthened. An external audit has been undertaken by the managing organisation to ensure security is provided to the required standard and help keep young people safe.

7. The centre also continues to receive external oversight and scrutiny from independent professionals. This affords transparency of its operation and functions with regards to behaviour management and safeguarding practices. Safeguarding practice is sound and the new role of safeguarding champions enable best practice to be shared with all staff.
8. A risk-led search strategy is fully embedded. This ensures that full searches are minimised, balancing well the emotional needs and dignity of young people with the safety and security of the centre.
9. Senior managers have reviewed their roles and responsibilities and these are now very clearly defined. Accountability for delivery rests with the different department heads who have specific key performance indicators and targets. The house block managers have continued to develop in their role and now provide excellent and consistent guidance to unit managers and residential care staff. They work to ensure consistency of practice and care with young people and hold staff to account if they are not meeting the required standard. The training department have had commendable success in acquiring external funding for training of staff at the centre. This has resulted in increased training opportunities and widening the already substantial range of courses on offer. This ensures that the staff working with young people are skilled in their respective roles.
10. Young people's individual needs are thoroughly assessed and systematically addressed during their time at the centre. There is an extensive range of effective interventions available for staff to work with young people and address their offending behaviours and antisocial attitudes. The importance placed on meeting each young person's holistic needs, including addressing any health, welfare or emotional issues, is evidenced throughout the planning and review processes. The centre has a history of working with some extremely challenging young people with a range of complex needs, including mental health issues. Young people are clearly benefiting from the care and understanding they receive from staff at the centre. A group of young people told one of the managers in a recent survey what they felt about the group of staff caring for them. They said 'they listen to you when you need someone to talk to; they are always there for you'.
11. Staff at the centre have responded well to the increased average age of the resident population. A review has been carried out of the resources and facilities at the centre and consideration given to the best way to meet the changing needs of the young people. The recent development of the Army Cadet Unit has been an excellent initiative. The young people following a cadet's regime are very positive about the impact on their behaviour and ability to work together as a group. The programme is contributing well to the development of young people's social skills.
12. The enrichment programme available across the centre to young people has continued to develop and provides them with opportunities to experience

different types of activities. Young people have developed a range of skills and this has improved self-esteem. The increased opportunities for engagement within the community have been particularly positive.

## **What has been improved since the last inspection**

13. Seven recommendations were made at the last inspection. Of those one was related to the education provision and was not reviewed during this inspection.
14. Two recommendations made related to the importance of having robust security procedures in place which are understood and consistently followed by staff. Security arrangements at the centre have been reassessed with issues identified addressed in detail by managers. Emergency response plans, now called contingency plans, have been fully revised. All staff have been retrained in security matters. The competency of staff has been tested in implementation of these plans and they fully understand their role and responsibilities in this respect. This action helps to ensure that everyone at the centre is kept safe.
15. Child protection matters are now fully recorded. They clearly show the outcome of all investigations so young people's rights and welfare are promoted and safeguarded.
16. The effectiveness and fairness of the sanctions scheme and its application to young people has been reviewed as recommended. This now provides a much fairer process to correcting unacceptable behaviour.
17. A recommendation was made that the centre routinely implement the self-administration policy and provide young people with opportunities to manage their own medication, within a risk managed framework. This recommendation has been addressed and young people are able to dispense their own medication, provided that no safeguarding issues are identified.

## The effectiveness of the service

### Helping children to be healthy

#### The provision is outstanding.

18. Young people's physical and mental health needs are thoroughly assessed upon admission and throughout their placement. There are very detailed healthcare plans in place, which highlight all medical and health matters that need to be addressed.
19. The health care team are fully integrated into all aspects of the centre's work. Their role is integral in promoting young people's welfare and ensuring they are safeguarded. They are available to support young people 24 hours a day. Some nurses have left the health care team and one nurse vacancy remains. However, the team have managed to maintain a service which is of high quality and a department which is well organised and efficient.
20. The care and service young people receive from external medical practitioners is excellent. The monthly medical assessment they receive from the General Practitioner (GP) is of particular benefit to young people. This is in addition to the standard medical checks which take place upon admission and prior to any trips outside of the centre or discharge. Young people see a GP who is familiar to them, who asks them if all health matters are being addressed and reviews efforts to encourage a healthy lifestyle. The GP reported that all young people leave the centre much healthier than when they arrive.
21. There are well established working partnerships between the centre and a range of external medical professionals. As a result young people receive the identified medical intervention within a short timeframe, so that the majority of their medical health needs are addressed during their time at the centre. One medical practitioner thought young people have much better and faster access to medical services during their stay at the centre than they would if living in the community.
22. Procedures continue to be in place to ensure young people are fully up-to-date with their immunisations. All young people are encouraged to have their inoculations and discussions take place with parents as appropriate. All young people receive advice on sexual health matters, including appropriate contraception and treatment for any specific issues. This is delivered with appropriate sensitivity and confidentiality. Practice in this respect is excellent and is very beneficial to young people, particularly when they return to the community.



23. The substance misuse and interventions sessions have been further enhanced. Young people receive a range of individual and group work sessions to help them understand the impact of substances on them both psychologically and physically. There are good monitoring and evaluation processes in place which ensure the substance misuse team are responsive to the changing needs of young people and the issues they face in the community. The centre's substance misuse team have robust strategies in place to ensure any follow-up work with young people is carried out by relevant staff in the community once they are released.
24. The mental health screening and provision of services to young people are excellent. The service level agreement between the centre and a local child and adolescent mental health provider continues to be robust and well embedded practices continue. The range of medical practitioners who regularly visit the centre include a community psychiatric nurse, a psychologist and a psychiatrist. The support of an educational psychologist is also available to teaching staff for young people who present with learning difficulties.
25. Young people are offered a wide choice of food which takes account of their individual dietary, including religious, needs. The menus provide healthy options and young people are continually reminded about the importance of a healthy diet. The arrangements for mealtimes reflect good child care practice. Young people eat their two main meals a day in the dining hall. They do not need to order their meals the day before. Each living unit takes turns in the order they attend the dining hall and they choose from the range of hot and cold meals on offer. Young people say they like being able to choose when they get to the dining hall, depending on what they feel like eating, although some say the choice is more limited if they are the last unit to sit down for their meal. The positive aspects of the serving system at the centre are far more beneficial for young people than pre-ordering meals, which they often decide not to eat.
26. Young people are regularly able to experience a range of foods reflecting different cultures. The use of theme days continues as does regular consultation about preferences for types of meals on offer and for special occasions. Young people also have opportunities to give their views on the food provided and contribute to menu planning. Young people are at times critical of meals, but catering staff are responsive to their concerns or comments. The catering department has a clear strategic plan in place that includes regular consideration of young people's feedback and identified actions to continue improvement.

## Protecting children from harm or neglect and helping them stay safe

### The provision is good.

27. Robust procedures and practice ensures that a young person's vulnerability is fully assessed on admission and that appropriate safeguards are in place. Information about vulnerability is shared with all staff so awareness and understanding of such issues helps them to keep young people safe. Where vulnerability is apparent a formal planning and monitoring process is instigated by a multidisciplinary team. Young people are fully involved in this process and actively contribute to it. Youth Offending Teams and parents are kept up-to-date with decisions made. Regular review and assessment enables evaluation of risk and relevant support to be provided to young people. This process is effective and helps to keep young people safe.
28. Security arrangements at the centre are robust. Work has been undertaken to upgrade and strengthen areas of potential concern, for example, perimeter fencing. An external security audit had been undertaken by the managing organisation of security arrangements. Further areas for improvement identified during the audit have either been addressed by the centre or are in the process of being completed. For example a key minder system in being installed.
29. Contingency plans that relate to a range of activities, for example security breaches, have been reviewed and revised. This was a recommendation made at the previous inspection. These plans set out clearly the action to be taken for any significant event. They are tested through live and desktop exercises to ensure they are fit for purpose. Staff have undergone refresher training in security matters and their competency is assessed and verified through formal supervision and spot checks. Staff therefore understand the plans and what action to take to ensure the security of the centre is maintained and to ensure young people are kept safe.
30. Staff are well trained in health and safety matters and externally accredited awards have been achieved, for example ISO14001 (International Organisation of Standardisation) and ISO18001. Maintenance is carried out as required for example portable electrical appliance testing, servicing of the fire alarm and fixed electrical wiring. These arrangements help keep young people safe.
31. Arrangements with local emergency services continue to be good. The centre works in partnership with the fire, police and health services to ensure that robust plans are in place for major incidents. Plans are regularly discussed and reviewed with the relevant services to ensure they are fit for purpose. These matters ensure that procedures and processes are in place to help keep everyone at the centre safe.

32. The centre has developed, implemented and embedded a risk-led search strategy. This balances the consideration of the emotional wellbeing of young people with the need to maintain centre security and young people's safety. Full searches of young people are now carried out only where managers believe they are needed in the interests of safety and security. The approval of the duty director is needed for any full search. Searches of all areas of the centre are carried out regularly, as are searches of vehicles, visitors and staff. Random drug and alcohol testing of staff is embedded in centre routine.
33. Good relationships exist between staff and young people. Most inappropriate behaviour is challenged and addressed; however, on occasions some inappropriate behaviour goes unaddressed. The Supporting Positive Behaviour Scheme is now a fundamental part of centre practice. This process continues to provide support to young people and helps them to develop appropriate social skills. Inappropriate behaviours which are challenged are recorded, addressed and closely monitored through this scheme. Positive behaviour is recognised through praise and rewards. Young people are consulted about what rewards should be provided.
34. Young people are further encouraged to develop positive behaviour through an incentive scheme that offers appropriate rewards. Young people can earn increased privileges for sustained positive behaviour. The scheme is under review due to some inconsistencies that have been identified by centre staff and young people.
35. The centre has a clear and recently reviewed policy about the use of physical intervention and a restraint minimisation strategy. These have been updated to include control by physical presence and guidance for staff on low level physical intervention. The use of physical intervention has not significantly increased over the last twelve months. Two particularly challenging young people with complex needs account for a significant number of the physical intervention incidents in the last month. Slight fluctuations in the number of incidents are related to increases in admissions and numbers of young people resident at the centre.
36. There is a clear focus on positive relationships with young people, de-escalation and on physical intervention being used as a last resort. Young people said that physical intervention is undertaken properly by staff for the right reasons. All staff have up-to-date training in physical intervention techniques, which helps keep young people safe.
37. Good clear detailed records are completed for all physical intervention incidents. Closed circuit television recording of every incident is reviewed by centre managers to ensure practice is appropriate. Health care staff attend every incident.

38. Young people are not locked into their rooms inappropriately. The use of single separation is closely monitored. Records of the use of separation are checked by managers who then verify their validity and accuracy through the use of closed circuit television. The use of single separation has continued to decline over the last six months and is only used when other options have been considered and if this meets the required guidance.
39. Sanctions used are fully recorded and are now included in behaviour management data. Managers consider this information regularly and use it to review and improve practices at the centre. A variety of sanctions appropriate to the misdemeanour are used. Staff are trained in restorative practices. Mediation and restorative practices continue to be used by the centre to help young people understand their behaviour and how it affects others.
40. Centre managers and a number of external and independent individuals, such as child protection professionals and advocacy services continue to attend a critical incident review panel. This process ensures there is transparency and external scrutiny about the way the centre functions. The panel closely examines and discusses matters such as physical intervention and any child protection incidents. This analysis in detail of all aspects of behaviour management offers critique of centre practice.
41. The centre has achieved anti-bullying accreditation with the local authority's Children's Services. Young people say that they feel safe and confirm that bullying is not a particular issue for them at the centre. Bullying is consistently addressed and challenged by staff any issues are monitored through the Supporting Positive Behaviour Scheme.
42. Child protection and safeguarding matters are managed robustly by the centre and ensure young people are kept safe. There is clear and regular communication with the local authority designated officer. The centre's child protection procedure has been reviewed, revised and endorsed by the Local Safeguarding Children Board. This provides a clear process for staff to follow regarding any safeguarding concern. All incidents are fully recorded and the outcome of any investigation is evident. Any decisions about child protection concerns made by the duty director are now fully recorded and integrated into practice.
43. All staff have undergone training in safeguarding matters. The appointment of safeguarding champions is a positive progression that helps to further develop the understanding of safeguarding matters by staff across the centre. These are dedicated staff members who have the responsibility for researching and sharing best practice and developments in this field with others across the centre.
44. Young people know how to complain and information on how to do so is displayed on living units and other areas of the centre. All complaints are

carefully assessed by a duty director for any safeguarding concerns before being allocated to the relevant person for investigation. On receipt of a complaint, the centre confirms to the young person both verbally and in writing that their concern will be looked into. Complaints are then investigated fully and outcomes are clearly recorded. As well as being seen by a manager who informs young people of the outcome, young people also receive a written response that clarifies the findings of the investigation. If young people are not happy with the outcome of their complaint they can have the complaint looked at a second time by a different manager. Beyond this there is recourse to an external complaints process should the young person remain dissatisfied.

45. The centre has an informal complaints process through the 'grumbles book'. Young people can use this to raise minor concerns without the need to resort to formal processes. However, these books are locked away and therefore not easily accessible to young people. This means young people may resort to making formal complaints rather than using this process. This means young people may resort to making formal complaints rather than using this process.
46. An independent advocacy service is available to young people. Advocates visit the centre regularly and young people can see them in private if they wish. Information about advocacy services is prominent in living areas and therefore easily accessible to young people.

## **Helping children achieve well and enjoy what they do**

### **Education**

**The provision is not judged.**

## Helping children achieve well and enjoy what they do

### Welfare

#### The provision is good.

47. Activity coordinators are responsible for the operation of the enrichment programme. They are supported by additional staff who are able to bring their interests, skills and experiences to the provision. All staff involved with the delivery of the programme are motivated to ensure the widest range of experiences are available to young people. They make every effort to ensure the inclusion of all young people.
48. There is comprehensive planning, risk assessment, consultation and evaluation of all aspects of the activity and enrichment programme which is provided every day. Programmes of activities are drawn up and young people are able to choose those they would like to attend. Young people are not restricted access to activities because of their incentive level. However, young people can sometimes be refused attendance at some sessions due to an assessment of risk. This helps to ensure that an appropriate provision of activities is available for as many young people as possible. Each young person has the opportunity to participate in activities for at least seven hours a week. On occasions some session are offered more than once in the same evening to ensure as many young people as possible can attend.
49. Young people are asked if they have any particular leisure interests as part of the admission process. Enrichment sessions range from physical interests such as a team sport, trampoline and fitness workouts (including one for females only) to a youth club, hair and beauty and reading groups. Young people are able to access fresh air on a daily basis as part of the activity programme, as well as physical exercise classes during the school day. Some of the sessions enable young people to gain awards and qualifications.
50. Young people are regularly consulted on the sessions available and are able to suggest activities they would like to see included in the programme. The range of interests available has continued to expand in line with the requests from the young people. The availability of diverse options allows young people the opportunity to develop skills and confidence. They are also able to give their views on activities they have attended and state what they enjoyed about them or what could be done differently. A further comprehensive evaluation is carried out by staff. This details the effectiveness of each session, young people's engagement and any alterations which could be made to ensure the maximum benefit for young people is achieved. This information is also used to identify any young person who may not be engaging in sessions. Where any instance of this is found, an activities coordinator will speak with the young person to encourage them to participate.

51. An audit has been undertaken of all staff at the centre and any particular skills or interests they may have which could contribute to the enrichment programme are noted. An activities coordinator talks to all new staff on the initial training course who then updates the audit record. There is an opportunity for staff to gain recognised qualifications, which enable them to offer further activity subjects.
52. Since the last inspection there has been increased development of community links, involving liaison with a local special school and projects such as the Woodlands Trust. As a result young people have commenced a long term project by planting a large number of trees. This has enabled young people to experience opportunities to contribute to and be part of the local community. Further plans for enabling young people to interact positively with local groups and resources are well under way. The opportunity for young people to receive accreditation as part of the enrichment programme has been enhanced by the centre's registration with the Duke of Edinburgh Award and the Prince's Trust XL Scheme.
53. Comprehensive records are held of all community activities completed. Attendance sheets, evaluations and photographic evidence are all compiled. The information is used to inform further development of the provision and to provide young people with records of their achievements, which they can take to reviews and meetings they are involved in.
54. The provision of an army cadet unit has enabled some young people to experience and embrace increased structure in their lives. They benefit from having the opportunity to live together in one residential unit and experience the benefits of self-discipline, consideration for others and taking responsibility for their own actions. The young people involved have taken part in a Remembrance Day parade and a sponsored event to raise funds for injured servicemen. Staff members report that the conduct and attitude of the young people has improved dramatically since their involvement in the Army cadet unit.
55. The residential living units are provided with good leisure equipment including pool table, table tennis tables, games and craft materials. Generally, residential care staff are good at interacting with young people and engaging them in activities. However, on some occasions during unstructured periods on the living units, young people do not receive support to engage in meaningful activities.
56. Young people are encouraged and supported to follow their religion should they wish. The chaplaincy provision actively promotes and develops understanding and tolerance of diverse faiths and cultures, as well as enabling young people to celebrate festivals. The pastoral care which is available to all young people is excellent and all are treated as individuals.



## Helping children make a positive contribution

### The provision is outstanding.

57. Young people are positive about the work done with them by staff, who they feel help them to understand how their behaviours and attitudes get them into trouble. Several young people commented on this to inspectors. One said 'staff have helped me stay out of trouble since I have been here, I have had no problems, no fighting, staff have helped me'. Another young person said, 'staff have helped me with my organisation, they are good reliable and I am doing the same'. Another young person said, 'I will get my early release because I have kept out of trouble, with staff help'.
58. Young people receive an excellent assessment of their needs, which includes all aspects of their health, social, welfare and emotional needs. Assessments are informed by available documentation and through contact with significant people in young people's lives, including previous placements. This ensures that young people are cared for by staff who have a very clear understanding of their needs.
59. Young people's holistic and diverse needs are addressed with clear plans and strategies in place to meet these needs. Resources at the centre are used flexibly to provide appropriate care, particularly for those with complex needs and challenging behaviours.
60. The team of staff allocated to work with each young person includes a case manager, an interventions worker and a substance misuse worker. This group of staff now work very closely together in a 'team around the child' approach. The team who are currently referred to as a 'hub', are located in one office and are continually discussing issues with the group of young people for whom they take the lead. The positive impact is that this ensures there is a clear and comprehensive focus of work with each individual young person, avoiding duplication and facilitating consistency. This group of staff and the key workers allocated to work directly with young people ensure that all needs are identified and addressed.
61. Young people's identified needs are then addressed through a wide range of planned interventions carried out by a group of qualified and experienced staff. Young people are prepared for individualised interventions or group work during a pre-programme preparation session. Their motivation to be involved with the sessions is assessed and any barriers to participation are identified and addressed, as appropriate. Young people can therefore engage in interventions to address their offending behaviours, anti-social attitudes and lack of self esteem. Young people learn they have a role to play in achieving a successful outcome and changing patterns of behaviour that have had a negative impact on their lives.

62. Consideration is given to the changing profile of the young people placed at the centre and how best to respond to the complex needs and challenges they present. Staff regularly review literature and relevant research to ensure they fully understand the needs of the young people and the social and psychological drivers to behaviour and offences. Care plans are devised which include a summary of these factors for the staff working directly with the young person. The young person's particular learning style is also included in the plan, as is their reading age. This ensures that any direct work interventions carried out with the young person take into account their understanding and capacity to learn. Staff are aware of the need to understand the young person's journey, both in terms of their experiences prior to sentence or remand to custody, and of the progress made during their time at the centre.
63. Residential care staff have a clear and significant role in direct work with young people. The frequency and quality of key work sessions have continued to improve. Allocated key workers are now more consistently able to carry out the key work sessions ensuring continuity of the work done with young people.
64. A range of methods are in place to oversee young people's plans and targets. These processes ensure regular and systematic review and readjustment of care plans and interventions to ensure young people's needs are well met. Reports prepared by the centre and presented to case review meetings with external stakeholders provide excellent detail of the progress made. Indications are that a new detailed auditing process will further enhance the monitoring and evaluation and improve care and sentence planning even further.
65. Young people are supported in meetings by staff who are fully aware of the issues they face, the progress they are making and of any concerns they may have. Staff understand young people's needs, ascertain their wishes and feelings and ensure they are active partners in all decision making about their future.
66. Young people are encouraged to maintain regular contact with families and other significant people in their lives. The enhanced visits process is excellent and provides young people and their families with opportunities for longer and more comfortable visits. Staff support such visits and when needed, provide an opportunity for young people and their families to build bridges and improve relationships.
67. Young people are actively consulted on a wide range of matters about the day-to-day delivery of care and services at the centre. This is done in a number of ways, including involvement in working groups, strategy forums and through survey consultation.

68. The individual unit meetings are a useful process for staff to meet regularly with the group of young people. However, they are not utilised to their full potential. Managers have recently reviewed the unit meeting process and a new arrangement will shortly be implemented.

## Helping children achieve economic wellbeing

### The provision is good.

69. Each young person has a clear individualised resettlement plan which is formulated at their initial planning meeting and is reviewed and discussed at all subsequent meetings. This ensures that there are detailed arrangements for young people's release and return to the community.
70. Rigorous processes ensue that staff remind children's service authorities of their responsibilities to young people in planning for release. Centre staff support supervising officers, if required, in identifying appropriate placements, including education or training. Staff who work directly with the young person submit a report to a potential placement outlining the progress made during their time in custody. Education staff make local agencies aware of colleges or training facilities in local areas that have been supportive of young people previously in custody. Staff are aware of the importance of having the most appropriate follow-on placement for each young person and strive to ensure young people's wishes and feeling are taken in to account.
71. Excellent post release reports are prepared, which provide placing agencies with a good account of the work done with young people and the progress they have made. These reports also provide a focus for further work, identifying young people's continuing needs.
72. Opportunities for young people to have mobility trips in preparation for resettlement and release have continued to increase. The range of trips outside of the centre has included visits to future placements and to education facilities such as schools and colleges. Opportunities have included apprenticeships and community placements, for example for one young person volunteering in a local school and others being involved with countryside conservation. One young person is also regularly participating in a subject at a school in their local community as this is not taught as part of the education provision at the centre. This ensures that the young person is not disadvantaged when returning to their school and preparation for examinations continues during their period of custody.
73. Young people have opportunities to develop a range of practical self-care skills. They are encouraged to learn household cleaning skills in the living units and their personal hygiene care is assessed. All young people also receive life-skill training as part of the social skills sessions in education. Detailed assessment of practical skills capabilities also leads to some young people, depending on their needs and length of placement, receiving more detailed targeted life-skills training. These sessions include meal planning, budgeting, awareness of housing legislation and benefits.

- 
74. Young people have some opportunities for cooking, although this is mainly in education and the cooking club in the evenings, which is over subscribed. Opportunities for young people to cook in the living unit kitchens are inconsistent and limited which reduces the development of practical skills.
75. Young people still do not have consistent opportunities to wash their own clothes. Although installed in all living areas, washing machines are not utilised by all groups.
76. Young people are provided with a booklet that informs them of a variety of resources within the community to which they are returning. They are guided to a range of services, including sexual health, substance misuse, housing advice and sports facilities. Available in hard copy and on a disk, this is an excellent tool to ensure young people are aware of important facilities they can access when needed. The time and effort expended by the centre to on producing these individualised resource packs is commendable.

## Management

### The provision is good.

77. The quality of leadership and management at the centre is good. The senior management team has continued to develop its cohesiveness, has clearly defined roles and responsibilities and promotes a joint working approach across all departments. This helps to ensure that young people receive an all encompassing planned service from centre staff. A strategic plan is in place which sets out the proposed direction and development areas for every aspect of the centre. Work which is required to be carried out is delegated to an identified member of the management team and progress is reviewed monthly.
78. There has been a good response to the changing needs of the young people accommodated at the centre. The increase in numbers of young people aged 15 and above has been addressed by the introduction of an Army cadet provision and the development of further vocational and reparation based opportunities in the community. There has also been an increase in training provision for staff to ensure they are suitably equipped to provide safe and good quality of care to young people.
79. The management of performance for all departments is reviewed on monthly basis. The findings from this monitoring identifies any trends or changes in level of attainment. Any areas where development is required are then addressed by the senior manager responsible for the relevant area. Enhancements to the way in which quality assurance data is recorded and collated are underway with the improvement of the software package available for use.
80. Senior managers are actively involved with the day-to-day operation of the centre. Duty directors spend periods of time in the residential living units and visit other areas of the centre such as healthcare and education. This allows young people and staff to speak with managers regarding any issue they wish, including the running of the centre, and complements the level of support and communication available. Effective regular communication of information across the centre is enabled by recording logs, handover meetings and daily briefings.
81. Good support is available for staff from line managers. House block managers provide excellent guidance and an experienced oversight of practice. Their role also enables them to spend some periods of time working with individual staff members to develop skills and abilities in working with young people. Units manager have continued to consolidate their roles and responsibilities as first line managers. They hold responsibility for the day-to-day running of the residential units and the staff teams they oversee. The unit managers are deployed to ensure that there is a good mix of skills and abilities. This means the residential staff who deal directly with

young people are able to access immediate and supportive professional guidance. An external confidential counselling service can also be utilised by all staff and internal staff forums are held.

82. All staff receive formal supervision from their first line manager on a regular basis. Sessions are held six weekly for all established employees with newer staff receiving more frequent sessions, which include the completion of an induction work pack. A programme of planned supervision dates is in place and any sessions which do not occur through illness or leave are re-programmed immediately. This ensures staff receive formal support to help them deliver quality care to young people.
83. A supervision template is used to ensure consistency in the areas discussed for all staff. This was amended following the last inspection to include mandatory discussion of safeguarding and knowledge of the centre procedures. Quality assurance of all recorded sessions is undertaken and any identified deficiencies in the recording or areas covered are made known to the supervisor's line manager to enable rectification. Personal development plans are in place for all staff members. These contain corporate and individual targets and are used to identify any training requirements. The plans are reviewed on a six monthly employee scheme which celebrate good practice and excellent contributions to the care and safety of young people.
84. A revised shift system is now in use at the centre. This was the preferred choice of residential care staff when formal consultation was held shortly after the last inspection. The shift pattern continues to ensure that sufficient staff are available to work with young people and promote their care and safety. Additionally, it has enhanced the promotion of a work-life balance for staff. Staff attendance levels exceed the targets set by managers in the sickness absence strategy.
85. The already outstanding commitment to staff development through the provision of training courses has continued to embed and be enhanced. Investment by the centre in an additional training officer has enabled even more training to be delivered. A substantial amount of funding from external providers has been sourced and acquired. This has enabled the number of staff who can take part in formal qualification courses at all levels to further increase. Health and social care, leadership and management, business administration and custodial care courses are all presently being undertaken by a large proportion of staff at the centre. Mandatory training in safeguarding and restraint techniques continues to be provided as required, as well as additional intervention and restorative justice sessions.
86. A regularly reviewed Statement of Purpose is available, which clearly sets out the aims and objectives of the centre. A shorter version of the statement is available for young people. Information booklets which detail all aspects of the life at the centre are provided for young people and their parents or

carers. These booklets have been revised to ensure that all information contained is up to date. They can be made available in different formats including other languages if required.

87. Young people's living units continue to be well-maintained. Any damage is repaired quickly, ensuring that the overall presentation is not allowed to deteriorate. The provision of more robust furnishings earlier this year has meant that damage has been minimal. Decorations and provision of pictures continue to ensure that the appearance of the units is softened. However, the living units are not personalised by the group of young people living in each unit. The opportunity has not been taken to display work done by the young people and provide a more inclusive and stimulating environment for them to live in.



## Recommendations

The following recommendations are made to the Director of the secure training centre unless otherwise stated.

- |  |
|--|
| <ul style="list-style-type: none"><li>• ensure that the grumbles books on each living unit are accessible to young people without having to be requested from staff (Staying safe - Standard 23)</li></ul> |
| <ul style="list-style-type: none"><li>• ensure young people routinely have opportunities to wash and iron their own clothes in their residential living units. (Economic wellbeing - Standard 2)</li></ul> |