

Oakhill Secure Training Centre

Inspection report for Secure Training Centre

Inspection date	17 June 2009
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Type of inspection	Random - unannounced
Type of registration	Secure Training Centre

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About this inspection

The purpose of inspection is to provide assurance to the Secretary of State that secure training centres (STCs) 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 STC 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 STC
- 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 inspection was conducted in accordance with the Statutory Rules inspections of secure training centres made under Section 47 of the Criminal Justice and Public Order Act 1994, and in line with section 37(1) of the Crime and Disorder Act 1998 which states that: It shall be the principal aim of the youth justice system to prevent offending by children and young persons.

This was an unannounced interim inspection carried out in accordance with the service level agreement between the Youth Justice Board (YJB) and Ofsted. The standards used during the inspection were those agreed between the YJB and Ofsted.

The last full inspection was carried out in December 2008.

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

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Service Information

Brief description of the service

1. Oakhill is situated in Milton Keynes and offers secure provision to young people aged from 12 to 17 years who meet the criteria for a custodial sentence or a court-ordered secure remand.
2. Oakhill Secure Training Centre (STC) is managed by Rebound which is part of the corporate Group 4 Securicor (G4S) group.
3. The STC is designed to accommodate up to 80 young people. During the period of the inspection 80 young people were in residence. Of those, 16 were young women and 31 young people were placed under a secure order remand.

Summary

The overall quality rating is good.

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

4. This was a random inspection of the centre, intended to assess progress against recommendations made following the last inspection. All the standards included under the Every Child Matters outcome 'staying safe' were assessed. Several standards within 'being healthy', related to healthcare services, were also reviewed. Also a site inspection took place to review the quality of accommodation and building maintenance.
5. The centre continues to be managed by a committed and skilled management team who strive to provide the best possible care and service to the young people. Senior managers understand the importance of being clear with staff about what is expected of them, to support them in their role, provide them with training and hold them to account.
6. The centre was subject to a number of rectification notices issued by the Youth Justice Board during the period of the last inspection. These were lifted in March 2009.
7. The service delivery targets in place where addressed by the Director and his management team when they took up their posts in June 2008. A particular emphasis has been placed on managing young people's behaviour, reducing the need for physical intervention and encouraging young people to attend school. Each of the department heads interviewed described progress they have made since the last inspection and are clear about future objectives,

linked to the centre's development plan. There are very effective and efficient monitoring and evaluation systems in place that enable good performance management and contribute to the centre's aim to be a 'learning organisation'.

8. Young people are regularly consulted about proposed changes to procedures and practices. They have frequent opportunities to raise issues within their living groups and they nominate peers to attend the 'trainee council meeting' and the 'food forum' each month. There is considerable evidence to show that young people's views are taken into account and a number of changes have been made as a result. For example, their influence in menu planning is clear and the new youth club was something the young people asked to have.
9. The centre is functioning at the maximum capacity of 80 young people and has been able to operate at full strength for several months. Despite concerns expressed previously by various stakeholders that the design of the building was inadequate for 80 young people, the centre is managing a full complement of residents very well.

What has been improved since the last inspection

10. All 19 recommendations made during the last key inspection have been addressed, with further work required in relation to sentence planning and embedding of practice for resettlement of young people back into their communities.
11. The three recommendations relating to 'being healthy' have been fully addressed with particular improvements to catering and the focus on promoting healthy eating and lifestyles. Arrangements have been made to ensure young people are appropriately supported when attending medical appointments outside the centre.
12. The three recommendations made under 'staying safe' were met in full. Young people are now protected through comprehensive CCTV coverage. The system has been upgraded and now offers effective coverage, which is real time and 'fit for purpose' for child protection purposes. This ensures that any inappropriate behaviour towards or between young people in a communal area will be viewed and recorded by the CCTV cameras.
13. There is transparent recording of behaviour management across the centre which is thoroughly monitored, evaluated and shared with the Youth Justice Board (YJB) to ensure that all young people are treated fairly and appropriately. All removals from association and episodes of 'time out' occurring during school periods are now routinely included in the overall removal from association data submitted to the YJB.
14. Young people are protected and supported through a robust complaints procedure. The centre has effectively reviewed its information and guidance

booklet available for young people, including information relating to the complaints procedure, to ensure that it is accessible to young people who may have a learning difficulty or are unable to read. They have also revised the complaints procedure to ensure that there is increased independent oversight and very easy access to support from independent advocates.

15. All five recommendations relating to the education service have been addressed. This has led to more effective external partnerships, improvements in the food technology facility and appointments to senior posts within education. The educational services provided to young people are now judged as good.
16. Access to enrichment activities for young people has improved. There is now a wide range of enrichment activities available. These provide young people with opportunities to develop their skills and interests. This enhances their confidence and self esteem. There has also been some progress in adding to the range of vocational experiences available to young people. One of the most popular is the hair and beauty salon used by both young female and male residents.
17. Some progress has been made in relation to sentence plans having clear targets. However, there are still inconsistencies around the planning for young people and the wide range of direct work interventions carried out with them.
18. There have also been some improvements in the focus on resettlement, with some pockets of very good practice. Good initiatives have been introduced and are evident in the work with young people across the centre. While the necessary improvements are in place, the developments introduced are in their early stages and the full impact is yet to be seen.
19. Training opportunities for staff continue to improve and a detailed analysis has been undertaken of their specific developmental needs. Procedural guidance for staff has been reviewed and updated; this provides staff with very clear written expectations about all aspects of practice and service delivery.

The effectiveness of the service

Helping children to be healthy

The provision is good.

20. Good progress has been made to improve the quality of food provided. The lead has been taken in this respect by the recently appointed catering manager who has been supported by staff from healthcare, education and the residential service. Young people are consulted about menu planning and this is now routine practice. A group of approximately eight young people represent their peers at the 'Food Forum', a monthly meeting to discuss all aspects of catering at the centre. Their views are taken on board and menus include those meals that have been requested by young people attending the forum.
21. Young people and staff have an opportunity after each meal to say what they think about the food provided. They are encouraged to complete a form indicating whether a meal should be taken off the menu or should continue to be included. They are invited to comment about the food provided through specific surveys and through the exit survey form prior to discharge from the centre. Much of the feedback from young people confirms they believe there has been an improvement in the quality and quantity of food provided.
22. The experience for young people in the communal dining room is now a much more pleasurable experience. Mealtimes are enjoyable social occasions and are well managed by the duty operations managers and care staff.
23. Strategies to promote healthy eating and lifestyles are also good. Considerable efforts have been made to ensure the menus contain meals that are healthy for young people. The menus have symbols indicating whether a meal is healthy, vegetarian, Halal and whether it will contribute to the five-a-day recommended fruit and vegetables. There is plenty of fruit available for young people, including during school break times. All meals are well presented and nutritionally balanced. Advice has been sought and provided by a paediatric dietician from the local Primary Care Trust (PCT). The promotion of healthy eating and lifestyle has been a centre-wide initiative, with healthcare and education playing a significant part in raising awareness with the young people and care staff.
24. Additional facilities have been included at the centre to increase even further the opportunities for young people to exercise and promote a healthy lifestyle. A new outdoor gym has recently been installed within the secure perimeter. An additional fitness suite has also been installed. Young people say they are encouraged to take regular exercise and to have daily fresh air. There are a number of posters around the site which promote healthy eating and living.

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25. Effective mechanisms are now in place to ensure that qualified nursing staff accompany young people to medical appointments outside the centre, should this be considered to be in the young person's best interests. Those young people who have significant medical concerns can now be reassured that a medically trained practitioner will accompany them to medical appointments at which they may need additional support.
26. The healthcare service at the centre is contracted to the local PCT and has been consistently judged as good. The healthcare department is professionally managed and meets nearly all the healthcare needs of the young people.
27. The acting head of healthcare and the PCT have continued to work closely with the centre's management team to further improve their service and ensure the best possible outcomes for young people. For example the healthcare department informs catering and care staff of any cases of allergy or food intolerance on a daily basis. They also inform care staff of any potential side effects of medication young people are taking that might impact on their behaviour. This is done weekly after consultation with the consultant psychiatrist.
28. The PCT infection prevention team now works closely with the healthcare staff at the centre. The healthcare department carries out 'modern matron' visits and monthly checks of the premises to ensure the potential for infection is minimised.
29. Nursing staff with particular skills and expertise are now more effectively involved in delivering targeted interventions with young people. For example they can offer young people relaxation sessions if they are feeling particularly stressed and vulnerable. They work alongside the psychologist and assistant psychologist in providing therapeutic sessions, such as helping the young person find ways of managing their mood changes and their feelings of anger.

Protecting children from harm or neglect and helping them stay safe

The provision is outstanding.

30. There are highly effective safeguards in place to ensure that young people are not unnecessarily restrained or inappropriately locked or placed in their rooms. Very good and transparent records are kept of all restraints and episodes when young people are placed or elect to spend time in their rooms. Behaviour management statistics reviewed for the last three years show clearly that the use of restraints and removals from association are reducing steadily and significantly. For example, the average number of all disciplinary incidents per young person at the centre fell by two thirds during the 12 months between June 2008 and June 2009. Given that the number of young people placed at the centre has almost doubled in recent months, this is a significant achievement.
31. There are robust and well-established procedures in place to ensure that young people are checked and observed appropriately when they are in their rooms. The recording and checks are extremely well monitored to ensure that young people are treated fairly and as part of their individual behaviour management plan. The recording has been developed to include 'time out' of all descriptions, which is commendable. This is to allow the staff to evaluate young people, assess their behaviour patterns and detect any threat of bullying or inappropriate separation from the group.
32. Young people are not sanctioned or restrained inappropriately. They engage well with staff in work that is designed to help them. Good order and discipline are very well maintained and promoted by staff very effectively through good and well-coordinated supervision of young people. Young people are very clear about what is expected of them.
33. Good and well-monitored individual work supplements the work with young people across the centre to meet assessed needs and to confront unacceptable or damaging behaviour. Highly effective use of interpersonal relationships, persuasion and negotiation reinforce the incentive scheme to form the main focus of behaviour management and the maintenance of discipline and good order. Young people say that they are treated fairly.
34. Young people's rights are very effectively promoted and safeguarded through good admission procedures. Accessible and appropriate written information is available in a range of formats, helping to ensure that they are well informed of their rights and privileges. These are promoted by displays, booklets, DVDs and briefings from staff. Clear and effective mechanisms are in place to ensure that young people are made aware at the point of admission, or as soon as possible after, of their rights and the expectations that the centre has

of them.

35. There is a fair and very effective incentive scheme in place, which is easily accessible in written form and is clearly understood by staff and young people. Good safeguards are in place to ensure that it is consistently and appropriately applied. The scheme is transparent and supports staff to work individually with young people. It is well monitored and recorded, forming part of the centre's quality assurance system for ensuring young people are well supported and managed.
36. Young people's dignity and privacy are respected and promoted. While the maintenance of discipline and good order and the demands imposed by security are afforded the highest priority, these are managed with clear regard for the privacy and dignity of the young people. Staff effectively and discreetly maintain a balance between promoting young people's privacy and the need for appropriate supervision. Sensitivity to gender issues is apparent when staff deal with young people and visitors of the opposite sex.
37. There are excellent and well-managed assessment and care management procedures in place that protect young people by clearly identifying and addressing vulnerability and challenge. These include young people identified as being at risk of suicide or self harm. Thorough and robust admission procedures ensure that the needs of all newly admitted young people are systematically assessed. Effective ongoing assessment and review ensures that staff remain aware of the vulnerability of young people and the arrangements in place to keep them safe.
38. Young people are well protected from abusive treatment through transparent contact and notification procedures. Families and appropriate others are routinely advised of any significant events that affect young people placed at the centre.
39. A transparent, robust and highly effective complaints procedure is in place to ensure that young people can make representation if they feel unfairly treated and can be confident that their complaint will be listened to and dealt with promptly and fairly. The complaints procedure provides young people with easily accessible opportunities to make complaints about their care and treatment. This procedure is clear, free from discrimination, published in written form and available in other languages and formats.
40. Young people are able to complain without the need to consult or advise staff or fear recrimination. Complaints are dealt with thoroughly and promptly and young people receive a written response within one day of receipt and a full response within the agreed timescales.
41. Very rigorous systems are in place to monitor the incidence and outcomes of complaints and to ensure that young people have the opportunity to indicate their satisfaction with the outcome. The involvement of independent

professionals from outside the centre in the routine review of complaints promotes transparency and trust in the system. The procedures are known to staff and young people.

42. Young people are very well supported by independent advocates and a YJB monitor, who ensure that their rights are respected and the centre meets its responsibilities towards them. Young people know that they have clear and routine opportunities to discuss any concerns in private with independent people from outside the centre.
43. The safety of all young people is very well promoted through highly effective child protection procedures and sensitive but robust management of self harm and bullying. Clear and effective safeguarding procedures are in place, which are agreed with the Milton Keynes local safeguarding children board. Any allegation made by young people is dealt with promptly and thoroughly, and the local authority is advised and consulted at once. The protection of young people from abusive behaviour by others is now strengthened through improved CCTV coverage across the centre.
44. The centre has well-established, detailed and effective anti-bullying procedures which recognise the different needs of young people arising from their race, religion or culture. There are also robust measures in place to protect young people who might otherwise be at risk of harming themselves.
45. The centre includes appropriate outside agencies such as Barnardos and representatives from the local children's services safeguarding team as part of their quality assurance system. This promotes transparency and ensures an independent evaluation of procedures to protect children.
46. A range of very robust measures is in place at the centre to ensure young people are safe. Rigorous security measures are in place to manage the movements of young people around the centre and these continue to be managed well by the senior duty operations manager and his team. Staff are well trained in managing security discreetly.
47. Effective, tested and detailed emergency procedures are in place to manage fire, emergency incidents and disruptions.
48. Continuing and effective attention has been given to improving health and safety procedures and practice. The centre has recently been awarded the 'International health and safety award' for its progress and improvement in relation to health and safety. One of the aspects taken into consideration was the reduction in assaults on staff. As part of its application for the British Safety Council (BSC) five star award the centre has had a pre-inspection audit carried out by the BSC, who were positive in their response to the arrangements for health and safety. Young people are kept safe by managers and staff who are aware of the potential risks in a secure establishment and who take appropriate steps to minimise the potential for harm.

Helping children achieve well and enjoy what they do

Education

The provision is good.

49. The range of vocational opportunities has increased with, for example, the introduction of hairdressing and beauty therapy. National Vocational Qualifications (NVQ) at levels one and two are now available for those young people who are considering following these professions upon release. Other vocational qualifications are available in these areas as part of the core curriculum. The centre has been successful in recruiting some boys onto these courses.
50. Good links have been developed between education and the centre's catering department. A teacher attends the centre's food forum and was able to adapt food technology lessons to complement the Chinese food weekend held recently. One young person is working in the kitchens to enable him to gain an NVQ in food preparation and cooking. Another is currently re-designing the peace garden. This work includes his holding and managing a specific budget for the project.
51. Two young people are working as librarians and one young person is working towards an NVQ in painting and decorating by assisting the estates team. Some young people are linked to specific subjects such as food technology and music, where they support staff in activities such as preparing resources and clearing away at the end of lessons. All these opportunities have been planned very well, often with the involvement of different departments across the centre. There are currently no external work experience placements.
52. Teachers are formally observed once a year by managers. These observations are unannounced and are in addition to the less formal peer observations. To date most, but not all, teachers have been observed. The results of these observations have not contributed to formal appraisal, but there is a detailed timetable in place for this to happen in the very near future.
53. Professional development occurs as a result of lesson observations and staff benefit from three half days per year of whole department professional development on aspects of teaching and learning. This includes lesson planning and schemes of work.
54. Managers are now more aware of where good and very good teaching takes place and where some further development is required.
55. Staff recruitment has progressed well, with a significant reduction in the number of temporary and supply staff and nearly all new staff have now been appointed. The head of education has been appointed on a permanent basis,

along with a deputy head and three senior teachers. There is now a clear and coherent structure in place focused on raising standards. Roles are clear, including those of learning support assistants (LSA). Staff are mostly well qualified and experienced.

56. Curriculum development is continuing well. New courses have been introduced and there is a strong focus and success in meeting the educational needs of individual young people.
57. Policies for education management behaviour plans and individual support plans for young people not attending education have been revised and are now working well. The few young people who do not attend main education lessons are managed well and receive good levels of support from LSAs on the residential units. Their progress is monitored thoroughly on a daily basis. Practice is successful in enabling young people to return to main education quickly.
58. The education department also monitors the number of young people being removed from lessons and the reasons for the removal. In practice, very few young people are removed from lessons. Those removals which occur are usually for a very short period of time to allow for some reflection and cooling off.
59. Work experience protocols have been developed and a small number of young people are gaining valuable experience in a good range of work-based activities.
60. Practice in line with these policies is embedding well. Monitoring data from the implementation of policies is beginning to be used to identify strengths of provision and where aspects require some further development.
61. The new food technology facility is used well to provide opportunities for young people to develop their independent living skills and also to experience some basic work-related learning in this area. During the inspection young people worked diligently and enthusiastically to produce pizzas to a very high standard.
62. The centre has continued to develop external partnerships both operationally and strategically. For example, Oakhill is now a full member of the Hazeley cluster of schools. Links are developing well with the local authority and the centre is now involved with other schools in a number of projects such as playground renovation in primary schools and the Milton Keynes Healthy Schools project. Some joint staff development has also taken place and more is planned for the future.
63. Excellent links have been developed with a local independent school. Young people from the school visit the centre each week to take part in sports lessons alongside young people from Oakhill. In addition, four young people

from the school act as reading mentors and another one works as a technician in the hairdressing and beauty therapy salon.

64. Two young people from Oakhill attend the MK Dons home games to help out with the 'show racism the red card' campaign. Coaches also come into the centre and hold training sessions and 12 young people were recently involved in the Milton Keynes street football project. The local fire brigade are also frequent visitors to the centre.
65. A new partnership agreement with Connexions is in place. This has resulted in increased support and involvement for young people from Connexions, including contact with their home authority.
66. A good range of courses is available, including some at higher levels for the more able young people. The centre has been innovative in developing some work-related learning opportunities for young people. While levels of accreditation are high, further work is planned to ensure all accreditation is appropriate and is sufficiently challenging.
67. Young people's behaviour during the inspection was at least good and in many cases very good. Movements at the start of sessions and in between lessons were carried out calmly and quietly. Most lessons started on time. The rewards and sanctions system continues to work well in education.

Helping children achieve well and enjoy what they do

Welfare

The provision is good.

68. Provision of enrichment clubs, involvement in community projects and unstructured activities has continued to develop at the centre, increasing the range of opportunities for young people to be occupied appropriately and purposefully every day. More opportunities are available for young people to gain new skills and improve existing ones, to derive the associated benefits to confidence and self esteem and to have fun.
69. The continued investment in staff time and resources to ensure young people have a wide range of activities to develop skills and whenever possible achieve accreditation is outstanding.
70. A well-organised weekly formal plan is available for clubs which take place at lunchtimes and evenings each weekday. A separate plan is produced for weekends, which allocates areas of the centre to each living unit to use throughout the two days. Staff working with the groups of young people are expected to organise activities using the facilities available to them at the relevant time slots. There are also some structured activities such as fitness, quizzes and introduction to musical instruments. Young people are made well aware of the various activities available to them through the in-house magazine, and through weekly sheets and lists for them to sign up to clubs or organised sessions.
71. Young people are able to participate in most of the clubs and activities irrespective of the incentive level they are on in the centre's rewards scheme. Satisfactory efforts are made to ensure a fair selection is made of young people applying to participate in the more popular clubs and activities. Some activities are only available to those young people on the higher levels, particularly those that take place outside of the centre. It is considered important that young people are motivated to move through the incentive levels, seen as reward for positive behaviour and engagement in the centre's regime.
72. Young people are encouraged to try out 'taster' sessions of activities that they do not think they will enjoy. This is a good attempt to get them to be more adventurous in their choice of activities and to widen their skills and interests.
73. Links with the wider community have also continued to develop. Young people have more opportunities to participate with local groups such as a professional football team, the fire service and local art groups. Two projects with local parks will commence shortly. Impressively, the local council contacted the centre and asked if they had some young people who could work on the

'peace park' projects, including designing a park. One young person has been given a budget to create a design with outdoor play equipment for children in the local area.

74. All participation in organised clubs or enrichment activities is monitored by relevant managers and their effectiveness is evaluated. Changes are made if young people are not enjoying the sessions or if attendance is limited.
75. Within the centre the young people now have access to a new 'youth club'. One of the dining rooms has been re-designated and is now fully equipped for young people to enjoy youth club activities. This is a popular new addition to the range of activities available to young people.
76. The centre has made very positive strides to improve the choice of vocational activities available for young people and to link these opportunities to training for job seeking. This is a very positive initiative.
77. Due to constraints imposed by the premises, there remain limited opportunities for those young people who are interested in gaining skills in construction and buildings trades work.

Helping children make a positive contribution

The provision is satisfactory.

78. Very effective strategies are in place to ensure that before young people are admitted, they are accompanied by appropriate youth justice documentation and legal orders. This ensures that an effective assessment of their needs and challenges can be made at the point of admission.
79. Young people's needs are well assessed at the centre and the targets set out in their sentence plans are much more specific and clearly stated. However, the sentence plans do not fully reflect the range of work being carried out with young people by the different departments within the centre. For example, care staff will undertake specific work with a young person to help them understand some of the issues that brought them into a secure setting and may use a resource pack such as 'consequential thinking', but this is not necessarily included as a target on the sentence plan.
80. The 'looked after' status of young people on remand is not routinely acknowledged by many local authorities. Not all young people on remand are treated as looked after by the placing authority and admission documents reflecting this status are not always forthcoming. Of the case files examined for young people remanded to the centre, none had the relevant planning and recording documentation from the local authority in place. There is little evidence to indicate that the centre reminds the local children's authority of their responsibility in this respect, other than at the point of admission.
81. The offending behaviour programme (OBP) continues to be delivered effectively and efficiently. The daily OBP sessions are now supplemented by weekend 'workshops'. This is a positive development as it allows staff more time to fully address the issues that arise and ensure that sessions are meaningful for the young people. A number of staff who have received enhanced training in the delivery of OBP are considered as 'champions' and are available for advice to other staff. All sessions are evaluated by both staff and young people. As the 24-week OPB programme is shortly to end, a significant evaluation process is planned, which will include a review of the comments made by young people after each individual session and from their exit surveys.
82. Rebound have also commissioned a consultant psychiatrist to review the offending behaviour programmes at the centre and other STCs within the group. He has already provided the centre with some interesting feedback after observing some OBP sessions. This is also a positive development.

Helping children achieve economic wellbeing

The provision is satisfactory.

83. The recommendations made following the last inspection have been addressed and good progress is being made, although the developments introduced are in their early stages and the full impact is yet to be seen.
84. Young people receive good support to prepare them as fully as possible to cope when they are discharged from the centre or transfer to another placement. Good progress has been made to ensure that all young people are properly assessed to receive an appropriate resettlement plan through education and on the residential units. This prepares them for future education, training and employment opportunities and also helps them cope more easily if they move into their own accommodation.
85. There are positive developments to ensure that the resettlement and discharge needs of each young person are identified and included within the training plan, assessed at the initial review, and updated at subsequent reviews to reflect progress made. Initiatives introduced to put the improved resettlement procedures into practice are evident in work with individual young people. These are in the early stages of implementation, but clearly very detailed preparatory work and training has taken place.
86. The quality of the facilities at the centre and its maintenance are good. There has been continued investment to improve the building, particularly living areas for young people. These are now comfortable and homely and are kept clean and free from damage. Young people are now taking a pride in their living environments, as are care staff.
87. The improvements to the education facility include an additional fitness suite, a hair and beauty salon and improved library and resource facilities. The dining room has been improved and one dining area has been taken out of use and is now a 'youth club' facility.

Management

The provision is good.

88. Leadership and management at the centre is good. The Director and his senior management team and other staff who moved from Rainsbrook STC in June 2008 continue in their developments and improvements at Oakhill. This is now an established senior management team, all of whom have confirmed their intention to remain on a permanent basis at Oakhill. The only change in the senior management team has been the recent departure of the Youth Offending Service manager.
89. There has been a very thorough review of all the policies and procedures. The policy and procedural guidance now available to all staff at the centre is good and ensures that all concerned are clear about the expectations of the organisation. Care staff are also provided with a quick reference good practice manual, which allows them when necessary to quickly check a policy or procedure and understand the action they need to take. Young people are appropriately safeguarded by effective procedures and systems that are understood and consistently implemented by staff.
90. The majority of the revised policies and procedures have been ratified by the Youth Justice Board, although discussions continue on three of these to ensure mutual agreement.
91. Staff continue to be provided with good opportunities for training and development and their individual needs have been identified through a thorough performance review process. Training has included managing challenging behaviour, safeguarding, how to tackle bullying and identifying religious needs. This has increased staff confidence and competence and young people benefit from staff who continue to improve their skills and expertise.
92. Several managers and staff commented that one of the most significant improvements in the last year at Oakhill has been the confidence care staff have in their work with young people. Staff are more confident when dealing with the challenges young people present and in their direct work interventions, including tackling offending behaviours and attitudes. A positive outcome of staff being more confident in their role is that they are generally more committed in the work with young people and are far less likely to leave the centre.

Recommendations

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

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| <ul style="list-style-type: none">• Ensure training and sentence plans include all the targeted objectives for each young person, in order to fully reflect the detailed individual work being undertaken with them (Positive contribution - Standard 7) |
| <ul style="list-style-type: none">• Ensure procedures are in place to remind local children's authorities of their duty to plan for young people who are remanded to the centre and therefore require consideration as 'looked after children' (Positive contribution - Standard 7/10). |