





Inspection of secure training centres

The inspection of Rainsbrook Secure Training Centre: December 2012

Inspection dates: Lead inspector:	3-7 December 2012 Sean Tarpey HMI		
ge group: All			



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Inspection of secure training centres The inspection judgements and what they mean

1. All inspection judgements are made using the following four point scale.

Outstanding	There is substantial evidence that the cumulative requirements set out in the good and adequate grade descriptors are met or exceeded and also of highly effective or innovative practice that make a significant contribution to achieving the highest standards of care and outcomes for young people
Good	There is evidence that the cumulative requirements set out in both the good and adequate grade descriptors are met or exceeded and as a result outcomes for young people are good
Adequate	There is evidence that the cumulative requirements set out in the adequate grade descriptors are met and as a result outcomes for young people are adequate.
Inadequate	There is evidence of a failure to meet the requirements of an adequate judgement and as a result outcomes for young people are inadequate.

Overall effectiveness

2. The overall effectiveness of Rainsbrook secure training centre (STC) to meet the needs of young people is judged to be good.

Areas for improvement

3. In order to improve the quality of practice at Rainsbrook secure training centre, the Director and the Youth Justice Board (YJB) should take the following action.

Immediately:

 revise the existing child protection policy to ensure all issues of concern are notified to the local authority in a timely manner, in order that duties to children in need and children in need of protection can be fulfilled

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- ensure that full searches take place only when a thorough risk assessment identifies a risk of serious harm to the young person or others and where all other methods to keep the young person and others safe, have been judged to be unsuitable in the circumstances
- ensure that searching takes place with the level of privacy for the young person as described in the centre's searching procedures
- ensure that handcuffs are not used to transport young people to a
 hospital appointment other than in exceptional circumstances that are
 risk assessed in order to prevent injury to the young person or others, or
 to prevent escape where such a threat is clear and that there are robust
 governance arrangements in place
- ensure that no staff involved in a restraint takes part in the subsequent formal debriefing with the young people concerned.

Within three months:

- revise first night arrangements so that young people have access to appropriate personal possessions and suitable activities to occupy them in their room, subject to risk assessment
- improve the quality of vulnerability plans to ensure that they are comprehensive, individualised, address all needs and have clearly identified roles for staff
- the YJB should continue to take action to prevent late admissions to the STC
- ensure that there is external scrutiny on the use of restraint
- ensure that data outlining reasons for the use of single separation is collected and analysed to enable the safeguarding and effective practice (SEP) meeting to robustly monitor this practice
- ensure the complaints policy and procedure is commensurate with practice and incorporate a requirement that young people receive a written response to the outcome of any complaint
- provide suitable staff support, observation and engagement for young people subject to full suicide and self-harm (SASH) procedures and cease the practice of the routine use of anti-ligature clothing

 ensure that recording by managers in the grumbles books is consistent, accurate and timely

Within six months:

- broaden the collection of data relating to diversity, to ensure they include all aspects of behaviour management, restraint minimisation and all protected characteristics
- continue to develop processes to ensure that young people are routinely consulted about all aspects of their safety
- ensure all marking of education work contains guidance on how to improve and that attention is paid to the correction of spelling and grammar in all subjects
- implement a model for evaluating the specialist interventions of the psychology team in order to measure the effectiveness of this work
- ensure that consideration is given within the YJB to facilitate improvements of CCTV coverage within the centre
- revise the current young people's guide to the centre, in order that it can be understood by more young people
- ensure that action points identified in Xchange meetings are shown in subsequent minutes to have been brought to a conclusion
- ensure that arrangements for providing a timely immunisation programme are inclusive and effective.

About this inspection

- 4. This is a report following the unannounced inspection of Rainsbrook STC to the standards within the revised inspection framework published in October 2012. The report will be made public. The findings and recommendations should be used by the secure training centre to improve practice and outcomes for young people and progress against these will be considered during the next inspection.
- 5. The inspection considered key aspects of young people's experiences of living in this secure training centre and the effectiveness of the support available to them. Inspectors scrutinised randomly selected case files, observed practice and met with young people. In addition, the inspection was informed by a survey of young people's views undertaken by researchers from Her Majesty's Inspectorate of Prisons. Sixty four per cent of young people responded to the survey. Inspectors also spoke with former residents of the secure training centre, frontline staff, managers, the Youth Justice Board monitor, the Local Authority Designated Officer and key stakeholders such as the advocacy service provided by Barnardos. In addition, inspectors analysed performance data, reports and management information that the secure training centre holds to inform its work with young people.
- 6. This inspection judged how well young people are supported to be safe during their time in the secure training centre. Inspectors also evaluated how well staff promote appropriate behaviour and manage challenging behaviour in a safe and child-centered manner. Progress in education and skills development, improvements in health and well-being, and the effectiveness of case planning for young people to move on from the centre, either to other establishments, or resettlement into the community were also scrutinised.
- 7. The inspection team consisted of three Ofsted social care inspectors, two inspectors from Her Majesty's Inspectorate of Prisons, one specialist Ofsted HMI for learning and skills and one inspector from the Care Quality Commission.
- 8. This inspection was carried out 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 Act 1989. Her Majesty's Chief Inspector's power to inspect secure training centres is provided by section 146 of the Education and Inspection Act 2006.

- 9. Joint inspections involving Ofsted, Her Majesty's Inspectorate of Prisons (HMIP) and the Care Quality Commission (CQC) are permitted under paragraph 7 of Schedule 13 to the Education and Inspection Act 2006. This enables Her Majesty's Chief Inspector Ofsted to act jointly with other public authorities for the efficient and effective exercise of his functions.
- 10. All inspections carried out by Ofsted and Her Majesty's Inspectorate of Prisons contribute to the UK's response to its international obligations under the UN Optional Protocol to the Convention against Torture (OPCAT) and other Cruel, Inhuman or Degrading Treatment or Punishment. OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) which monitor the treatment of and conditions for detainees. Her Majesty's Inspectorate of Prisons and Ofsted are contributing of bodies making up the NPM in the UK.

Service information

11. Rainsbrook Secure Training Centre (STC) is one of four purpose built secure training centres and is situated near Rugby in Warwickshire. It offers secure provision for young people aged between 12 to 17 years who meet the criteria for custodial sentence, or who are remanded to a secure setting. The centre is one of three secure training centres managed by G4S Care and Justice Services Limited. At the time of the inspection 64 young men and six young women were in residence. Education is provided on site by G4S. Health services are now also provided by G4S Integrated Medical Services under a service level agreement with the centre. There is also appropriate access to community-based provision.

Overall effectiveness is good

- 12. The overall effectiveness of the centre is good. Staff know young people well and have positive and constructive relationships with them. Young people are kept safe and nearly all report that they feel safe. However, there are aspects of care that should revised to include the current child protection policy agreed with the local authority, aspects of first night care and the suicide and self-harm procedures that include the potential use of anti-ligature clothing for some young people at high risk of self-harm.
- 13. Incidents of bullying are addressed robustly and taken seriously by staff. The rewards and sanctions scheme encourages young people to modify their behaviour and there are effective tailored programmes to address offending behaviours. The number of physical in care and control (PCC) incidents are reducing and inspectors witnessed staff effectively de-escalating incidents to avoid the use of restraint. The number of single separations is low and reducing. In a number of areas, the centre's written records fail to consistently reflect such good practice with some records failing to consistently demonstrate the robustness of decision-making. For example, risk assessments for handcuffing young people for medical appointments in the community fail to always fully demonstrate the basis for handcuff use. This leads to the handcuffing of young people for such appointments being the norm rather than the exception.
- 14. Records indicate that there have been only three full searches in the last six months and recently introduced procedures have improved the risk assessment process, ensuring alternatives are considered and governance in this area is robust. However, a number of young people inspectors spoke to described having had a full search which was recorded as a dignity search. The centre acknowledges practice may have been unclear in this area and that contrary to the records and policy, more young people may have experienced hybrid searches, maintaining their under garments. A directive has been promptly issued to clarify practice and address this area of concern.
- 15. Young people know how to complain and are generally satisfied with the outcomes. The grumbles books are also effective in responding to low-level concerns. However, recorded responses in both areas are inconsistent, with delays in some responses and recording that does not fully demonstrate that issues have been resolved.
- 16. The physical and mental health needs of young people are addressed well, with support from a range of specialist staff. Progress against some care plans is increasingly effective in promoting positive health outcomes for individuals.

For example, where a young person's weight is identified as above acceptable levels, a healthy eating and lifestyle plan is agreed with them. Work has begun to identify other outcomes, such as body mass index monitoring with the intention to ensure the health needs of the wider group of young people are met. It is too early to measure the impact of this developing work.

- 17. The quality of teaching and learning is outstanding overall. All young people have access to a very broad and balanced curriculum that enables them to achieve exceptionally well. The curriculum covers virtually all aspects of the national curriculum, which is of enormous benefit to those young people who will return to mainstream schools on release. The provision of vocational courses has been increased and now includes construction crafts, hairdressing and beauty therapy, sports studies, travel and tourism and health and social care. The timetable is planned very well. All young people have daily lessons of mathematics and English and this is very effective in consolidating and reenforcing learning in these key subjects. Young people are effectively engaged through excellent educational, leisure and enrichment activities during the day and in the evenings.
- 18. Resettlement arrangements are highly effective in planning for discharge or transfer to a further secure facility. Resettlement planning is timely, thorough and appropriately child centered. Quality assurance and performance monitoring arrangements are increasingly being developed to provide a wide range of data for managers to inform and improve service development. For example, the identification of bedtime as a trigger for an increase in poor behaviours from some young people, led to rota changes, to ensure night staff begin their shift earlier to support colleagues settle young people, leading to a reduction in incidents. Work is ongoing to further improve quality assurance functions including wider opportunities to monitor all aspects of diversity.
- 19. Equality impact assessments have been carried out to assess the likely or actual effects of policies, procedures or services on young people in respect of their diverse needs. There are a range of appropriate assessments that are kept up to date, covering the centre's functions.

The safety of young people is good

Arrival in custody

- 20. The safety of young people is good. In our survey the majority of young people (88%) said that escort staff had looked after them well and this view was generally confirmed by young people inspectors spoke to during the inspection. There were a few exceptions to the positive comments. For example, some young people said that they had not been provided with a drink or snack on their journey, indicating some inconsistency between escort providers. Young people are routinely asked about their treatment during their journey on arrival at the centre and any concerns raised are subsequently taken up by centre staff on a case-by-case basis. However, there is no overall monitoring to identify any patterns or trends which might require a strategic response. It is not possible, for example, to identify the extent of delayed arrivals or any patterns relating to the small number of reports of poorer treatment by escort staff.
- 21. Some young people arrive in vehicles which display the provider's name. This could stigmatise young people and does not afford an appropriate level of privacy to the young person who can be seen through the windows. Several young people reported to inspectors that they have lengthy days in court cells, followed by long journeys to the centre. It was reported by centre managers that the majority of young people arrived after 5.00 p.m. and some arrive considerably later. During the inspection, one young person had been brought directly from police custody and arrived at 11.15 p.m. In the absence of overall monitoring it is not possible to ascertain the full extent of late arrivals. However, there are effective arrangements in place at the centre to ensure that late arrivals are greeted individually by a member of the centre's Youth Offending Service (YOS) or a duty manager, regardless of their time of arrival.
- 22. Information sent in advance of the young person's arrival is used well to prepare for their reception. Further assessments occur following the young person's arrival at the centre in a comfortable setting and the immediate concerns of young people are discussed. Initial assessments examined by inspectors are sufficiently detailed to inform unit staff about any concerns relating to the young person's first night care. In our survey, one young person wrote 'Bit nervous but staff calmed me down a bit' and another that, 'Staff made me feel quite welcome'.
- 23. Young people who spoke with inspectors about their experience on arrival at the centre said that staff were friendly and treated them well. Inspector's observation of a new reception confirmed that staff who interviewed the young

person did their best to welcome and reassure her. Such reassuring efforts were, however, diminished by showing this nervous young woman, who was experiencing her first time in custody, a set of photographs graphically depicting a young person at various stages of restraint, accompanied by a verbal explanation from the member of staff of the different restraint phases and holds with an explanation 'It's important that you know'.

- 24. Good efforts are made to facilitate a telephone call to parents or carers when they arrive on their unit and before being locked up for their first night. Young people inspectors spoke to had been offered food, though not always a hot meal, if they had arrived after the kitchen had closed. However, none complained that they had not been given enough to eat and all seemed very satisfied with what had been prepared for them on the unit. Young people are routinely placed on their first night with little to occupy them and personal possessions are removed at 'lights out'. This is inappropriate in the absence of an individualised risk assessment. Some young people inspectors spoke with said that being locked up in a room with very few, if any possessions on their first night, was the worst thing about Rainsbrook and first night arrangements are raised by young people as a significant source of dissatisfaction at the Xchange forum. Our survey indicated the majority (85%) of young people felt safe on their first night.
- 25. Inspectors were informed by staff that the majority of new arrivals undergo a dignity search that entails a pat down search over clothing. Records of full searches examined by inspectors indicated that there had been three full searches in the last six months. Recently revised procedures have improved the risk assessment and governance process. However, the procedures do not require a check to ensure that all other options are considered before approval for a full search is authorised. The three full search related risk assessments examined by inspectors were sufficiently detailed to support the need for the full search in two of the three cases. Following discussion with security staff, they agreed with inspector's assessment that a dignity search would have sufficed in one case.
- 26. The lack of a screen in the searching room fails to allow young people to remove their clothes and put on a dressing gown with the required level of privacy as described in the centre's own searching policy which states 'this (removal of clothing) will be out of sight of staff, either in the search room, bathroom or a separate room allocated for the purpose'. In reality, young people undressed in front of staff. Inspectors spoke to a number of young people and asked them to describe the search that they had been subjected to on arrival. The majority of young people spoken to described having had a full search as described in the centre's searching policy. That is, they were

required to open their dressing gown 'to ensure that no unauthorised or prohibited articles are attached to his or her body'. Inspectors spoke to two members of staff about searches for new arrivals. One member of staff described a full search as being the most common, but the other staff member described a dignity search. Inspectors conclude that there is some confusion amongst staff about the application of the searching policy and that some young people may be subject to a full search unnecessarily which is of concern. The Director has since sent a directive to all staff to ensure there is absolute clarity of practice.

27. Young people inspectors spoke with are positive about their induction to the centre. They said that they had met a variety staff during their first few days at the centre, who had explained important things that they needed to know. Taking part in a range of assessment interviews keeps them occupied during their early days and they commence formal education quickly. Young people are offered the services of a peer mentor usually the day after they arrive. Inspectors met with three young people from the mentoring team who are enthusiastic about their role in supporting new arrivals and describe clearly the value of peer support and what it offered over and above staff support. All have completed comprehensive peer mentor training and understood their role in passing on safeguarding concerns, as well as maintaining confidentiality appropriately. Mentors meet with a member of staff who acts as their mentor regularly. Inspectors were impressed with the young people's commitment to this role.

Safeguarding Children

28. Information sharing about vulnerable young people is effective in promoting their safety. There is a wide range of professional meetings which take place frequently, are well attended and provide valued forum for practical discussions to agree programmes for the day-to-day care of young people. Inspectors are satisfied that young people who were experiencing or causing difficulties in the centre are identified for appropriate attention through these meetings. Inspectors attended morning communications meetings, a weekly trainee management meeting and a weekly safeguarding meeting. Within these meetings staff demonstrate a high level of knowledge about the circumstances and individual needs of young people. There is a good level of discussion about how to resolve of young person's difficulties and the proposed emerging actions are appropriate and targeted. Inspectors saw evidence that many young people had made good progress following interventions and planning.

- 29. Unit staff who spoke with inspectors are able to give clear accounts of the individual circumstances of the young people in their care. Records of staff observations and contacts with young people demonstrate good attention to monitoring those who are presenting problems and are vulnerable. Overall, there was evidence of a good standard of care by unit staff. Inspectors examined a sample of support and vulnerability plans. Support plans examined were clear and fit for purpose. Vulnerability plans however, varied in quality and some were just a list of items that the young person could, or could not, have in their rooms. They did not provide a clear written plan to ensure that unit staff were clear about their role and responsibilities with regard to supporting the young person. Inspector's observation demonstrated a much better understanding in practice. A good level of contact is maintained with youth offending teams and the parents or carers of young people. Young people have immediate access to the independent advocacy service provided by Barnardos, as well as Childline whose contact details are provided as part of their reception pack.
- 30. Strategic management oversight of safeguarding procedures occurs through the monthly safeguarding and effective practice meetings (SEP). Minutes of the meetings demonstrate consideration of wide ranging SEP data, but there are some gaps. For example, the use of handcuffs other than during restraint is not monitored and there is no on-going pattern or trend analysis of child protection, bullying, or self-harm data to inform and improve practice in these areas.

Child protection

- 31. The centre has made 18 child protection referrals to the local authority designated officer (LADO) since the previous inspection (a period of nine months). Twelve of the referrals related to complaints made by young people arising out of incidents of restraint and six were allegations of assault by staff. The source of all referrals are the young people, although inspectors were told by managers that there had been occasions in the past when staff had made child protection referrals. None of the 18 referrals had led to a threshold requiring further formal enquiries by the local authority or Northamptonshire Police.
- 32. In the sample examined by inspectors the majority of referrals had been detailed and timely, although inspectors also came across a number which had not been referred to the local authority immediately via the LADO, which is the agreed current practice. On a number of occasions it was clear the centre has undertaken a scoping exercise to inform subsequent decision-making. The centre describe their initial scoping enquiries as a fact finding exercise which

involves gathering all available evidence including, CCTV coverage, interviewing the young person, other potential witnesses and the member of staff against whom the allegation has been made. Following this initial stage of enquiry the centre forwards all available evidence to the LADO, including completed statements, with a centre view on whether the allegation is substantiated or unfounded and with a recommendation as to whether further internal or external enquiries are required. In all 18 referrals the LADO had supported the centre's view that internal enquiries were appropriate and no external enquiries were commenced. Such practice impacts upon the independence of the investigation process and should be reviewed.

- 33. The centre's safeguarding procedure relating to allegations against staff states that investigations will be made jointly with the local safeguarding children board (LSCB) and Northamptonshire Police. Although inspectors were assured by centre staff that the safeguarding procedures had been agreed by Northamptonshire Children's Services and the LSCB, there is no written record of agreement and the recorded signatories to the document are restricted to the YJB and G4S.
- 34. The centre maintains an electronic database detailing the nature and progress of child protection referrals. The database shows that four of the 18 young people who made allegations that were investigated internally were satisfied with the outcome. The database records the names of staff who have allegations made against them and work is currently in hand to more efficiently identify potential concerns related to repeat allegations and other patterns and trends in relation to child protection. As the database operates currently, managers are able to demonstrate that they had identified patterns and taken action to address concerns in a number of cases.
- 35. The centre is well connected to the LSCB through relevant sub-groups of the board, although there is limited focus on issues relating directly to the young people at the centre. All LSCB meetings are attended by a representative from the centre, but examination of the minutes did not show discussion of any matter relating specifically to the secure facility. Centre staff contribute to the LSCB training group and are able to benefit from wider multi-agency safeguarding training, with the majority of the centre's YOS staff having attended safeguarding training. Managers' report it has been beneficial to consider the wider issues of serious case reviews for the benefit of the young people at the centre.

Security

- 36. Security procedures are afforded high priority in the centre and the environment is suitably secure. Unit staff and managers have a good level of knowledge about individual young people and frequent information sharing takes place at a wide range of forums. Young people are asked on arrival if they are involved in gangs in the community and a database is maintained about gang affiliations. This intelligence is monitored at monthly security meetings and staff are aware of gang related intelligence. This is used appropriately to plan movements around the centre, allocate activities and inform how and when young people mix with each other around the centre. In reality managing gang issues is not currently a significant problem in the centre and does not adversely affect young people's access to activities.
- 37. Security data shows that finds of illegal substances are extremely rare. Staff complete a high number of security information reports (SIRs), between 50 and 70 each month that are dealt with appropriately by the security department. Almost all SIRs relate to threats rather than actual security incidents. The majority relates to threats to staff or young people and a small number relate to threats to escape or bring in prohibited items. The security committee meets monthly and minutes of the meetings demonstrate a good level of discussion about individual young people who are highlighted for security concerns. Details of SIRS are reported to the safeguarding committee and considered at the full range of centre meetings to ensure that safeguarding and security concerns are linked. However, there is no current analysis of patterns or trends in security related matters.
- 38. The centre's policy on external escort arrangements states that handcuffs will not be used on a young person except in exceptional circumstances. However, records confirmed that in the previous six months there had been 45 escorts to external medical appointments and one to a funeral. Handcuffs were applied to the young person who attended the funeral and on 38 of the young people who attended the external medical appointments. Inspectors examined a sample of 16 escort records. Just under half of the young people had a current risk status of medium. None of the records adequately described exceptional circumstances as set out in the policy to justify the use of handcuffs. Several stated that the handcuffs should remain in place and could only be removed if requested by the medical staff, which is inappropriate. Governance in the use of handcuffs is weak. None of the documentation had been signed as authorised or by the YJB monitor as indicated as a requirement on the forms. The overall use of handcuffs as a form of restraint is not monitored through the SEP meeting, which is an omission.

Bullying

- 39. A recent safety survey entitled 'Safe Zones' was undertaken by the centre. This and our own survey indicate that the majority of young people feel safe at Rainsbrook. In our survey 26% of respondents said that they had felt unsafe at the centre at some point, but only 5% said that they felt unsafe currently. The centre has carried out its own inaugural survey entitled 'Safe Zones'. The initial survey was limited in scope and asked young people to rate how safe they felt in different areas of the centre. Further surveys are intended to seek their views more broadly on wider safety and safeguarding issues. Good use had been made of the information provided by young people through the survey. A very detailed and timely presentation had been made to all centre staff which had highlighted the issues raised very well and demonstrated the relevance to day-to-day operational practice. The presentation was in essence the basis for a clear action plan for improving safety and changes to operational practice had been quickly put in place, directly in response to the findings of the survey. In our survey 41% of young people said that they would not tell staff if they were being bullied, highlighting the importance of on-going, proactive consultation with young people to further encourage them to discuss concerns with staff.
- 40. There are good systems in place to identify incidents of bullying or victimisation and centre staff take prompt action to address it. However, there was little analysis of data relating to bullying, in order to identify overarching patterns or trends. In our survey 22% of young people said that another young person while at the centre had bullied them and 86% said that they thought staff would take bullying seriously. The majority of young people we spoke to said that staff were quick to respond to reported or suspected bullying. Investigations into concerns about bullying are thorough and there is regular monitoring and review of plans to tackle the behaviours of the perpetrator and to support the victim. Mediation is used appropriately for bullying incidents and general disagreements.

Suicide and self-harm prevention

41. There are good systems in place to ensure that young people who self-harm, or at risk of such, are quickly and appropriately assessed. Young people who pose such a risk are closely monitored throughout the day and night and have access to good support from unit staff and a wide range of specialist help. Inspectors were informed by managers that incidents of self-harm by young people are infrequent and usually involve superficial, if any, injury. However, data analysis in relation to self-harm is limited to consideration of figures provided for the monthly SEP meeting. There is a comparison with the

- previous month's data, but no ongoing analysis of self-harm concerns to identify potential patterns or trends for example, why young people self-harm or are considered to be at risk of self-harm.
- 42. The majority of young people who are subject to formal self-harm procedures are managed through vulnerability plans, although those assessed as high risk are managed through the centre's full suicide and self-harm (SASH) procedures. The assessments and related full SASH examined by inspectors take into account historical and contemporaneous concerns to inform a scored assessment. Such plans are effective in making explicit actions to safeguard such young people including the regularity of observations and the deployment of additional staff resources. There were no young people on full SASH procedures at the time of the inspection.
- 43. It was reported to inspectors that full SASH procedures involve removing all personal property from the young person's room and usually the provision of anti-ligature clothing. The use of anti-ligature clothing is not set out in the suicide and self-harm procedures other than in the appendix. Anti-ligature clothing is provided routinely as part of full SASH procedures, unless the young person refuses to wear such items. This practice is inappropriate. During the previous 11 months, full SASH procedures had been implemented on 14 occasions. Eight young people had worn anti-ligature clothing when in their rooms during the night. Six young people had refused to cooperate and had been placed as a result, on constant watch.
- 44. Reviews of young people subject to SASH monitoring take place at the weekly safeguarding meetings, although a review can be held at any time if a need arises. In addition to the weekly review, regular discussions take place about young people subject to self-harm monitoring at weekly trainee management meetings, daily communications meetings and complex case meetings. Discussions at all levels are thorough and decisions made are multi-disciplinary.

The behaviour of young people is good

Behaviour management

- 45. The behaviour of young people is good. The centre has a comprehensive restraint minimisation strategy, which succinctly draws together all the procedures designed to address poor behaviour and reward good behaviour. The strategy places an emphasis on the development of a child-centered culture, a focus on positive, trusting relationships, and a safe healthy living environment. Staff are familiar with the strategy and its implementation by individual members of staff is monitored through effective line management processes. However, apart from a reference to arranging translation on arrival, young people who have difficulty in speaking English, the strategy fails to address diversity within the context of managing challenging behaviour.
- 46. The implementation of the restraint minimisation strategy is reviewed in the monthly SEP meeting. Good quality data is provided to the meeting, but diversity monitoring is limited covering incidents of restraint, although not the full range of behaviour management procedures, such as the incentives scheme (rewards and sanctions), single separation and individual sanctions. Restraints are monitored only by ethnicity, gender and age. Other protected characteristics relevant to the centre's population, including religion and disability are not routinely monitored. Respondents to our survey indicated a wide range of diversity: 29% reported that they came from a minority ethnic group, 11% said they were Muslim, 8% considered they were a Gypsy/Romany/Traveller and 3% said they were foreign nationals. Of those who replied, 16% of young people said that they had a disability.
- 47. There is a clear code of conduct setting out how young people are expected to behave. This is explained to them on arrival by staff, is reinforced during the induction period and set out in a comprehensive guide given to all young people. Young people with whom inspectors spoke said they understand the rules, routines and behavioural expectations of the centre. The principle that respectful relationships are at the heart of the positive management of young people's behaviour, is clearly demonstrated by staff. All staff wear name badges and the use of first names is consistent. These positive relationships were confirmed in our survey, in which 87% of young people said that staff treated them with respect and young people consistently told us that the vast majority of staff treated them well. Difficult behaviour was addressed with patience and an appropriate level of tolerance. Inspectors observed young people being challenged for inappropriate language or showing a lack of respect for each other or staff.

- 48. The centre makes good use of reparation to address poor behaviour. Young people are encouraged to apologise verbally and in writing to peers and staff following an altercation. In some instances where young people have been in direct conflict, they work effectively together on a joint project helping them improve their understanding of each other and heal relationships. There was evidence that staff are using relevant restorative activities in place of sanctions and where young people choose to engage in reparation, the severity of the sanction is reduced.
- 49. Young people whose behaviour is a significant concern are placed on a behaviour management plan. These are used sparingly though appropriately for specific behaviours that cannot be addressed through the rewards and sanctions scheme. At the time of the inspection, no young people were on behaviour management plans. There are good systems in place to identify poor behaviour that requires specific attention and records examined by inspectors were detailed and demonstrated that young people are appropriately placed on a support plan. Plans are developed in conjunction with the young person, their caseworker and residential manager. Those scrutinised by inspectors were broken down into a daily programme and included appropriate and imaginative actions, such as removing young people from the rewards and sanctions scheme, only rewarding good behaviour and not sanctioning poor behaviour. There was an emphasis on engaging effectively with young people to try and prevent boredom, and planning for critical times of the day such as bedtime.
- 50. Where particularly challenging behaviour is identified, young people have access to individual sessions with their caseworker and other life skills programmes. Those with specific needs have access to the in-house psychology team, who provide detailed assessments and offer individual ongoing sessions aimed at addressing critical behaviour. The psychology team is able to work with approximately seven young people, with behavioural problems at any one time, which they report adequately covers the needs of the centre. Work needs to be further developed to determine the effectiveness of these interventions.
- 51. Young people with concerning behaviour are reviewed briefly at the unit trainee management meetings and more fully at the weekly safeguarding meeting. There are regularly well-attended multi-disciplinary strategy meetings to discuss and plan for young people who are causing particular concern and in exceptional circumstances a complex case meeting is convened. In one complex case meeting observed by inspectors, there was detailed information and an excellent discussion about the approach required in respect of a young

- person with complex needs, who was due to arrive at the centre later that day.
- 52. There was evidence that the management of young people's behaviour, including those on high-level behaviour management plans, is well integrated into the overall planning for young people. Young people caseworkers have oversight of all the plans and activities involving individual young people on their caseload and participate in key decisions. Behaviour management is properly linked to training planning and forms part of the discussions at review meetings.
- 53. The numbers of assaults between young people has reduced during the seven months from April to October 2012, with an average of six incidents each month. The highest being twelve in April and the lowest two in July and September. The vast majority of assaults involve young males. Assaults on staff remain of concern to the centre, with an average of five assaults per month in the period between April to October 2012. None of the assaults resulted in serious injury with the majority with (72%) categorised as a physical assault with no injury or a minor injury requiring no treatment. The remainder of the incidents (28%) were categorised as pushing or shoving incidents. Young people told inspectors that there were very few fights. Data shows that fights between young people have remained low and constant, with the average over the same period being four a month, the highest being six in May and the lowest in August when there were two fights. Very few young women are involved in fights and none between June and October 2012. Injuries resulting from fights are low and in the April to October 2012 period, three young people required minor medical attention. Injuries to young people after assaults are slightly greater, with six young people requiring medical attention for minor injuries, although none required hospital treatment.

Incentives and sanctions

54. There is a well-established incentive scheme, which is explained in the young people's handbook. In our survey, 100% of young people said that they knew what the incentive scheme was. The scheme is underpinned by a comprehensive policy, which is regularly reviewed and improved, demonstrated by recent significant changes to the basic sanction regime. As part of a strategy for continuous improvement consultation exercises are carried out with young people on a regular basis, but the ideas presented by the young people have not yet been agreed and implemented.

- 55. In our survey, only 67% of young people said that they thought that the incentives scheme was fair. However, inspectors observed young people and staff discussing at length, their progress on the incentive scheme, with staff responding by consistently applying the rules of the scheme. The scheme rightly treats young people on their own merits and in accordance with individual and different needs. For example, young people who struggle to behave consistently well for a long period, are given shorter timescales in which to achieve their rewards. Young people who are unable to move up the levels of the incentives scheme are quickly identified and properly supported.
- 56. In the centre's own exit survey of young people, most were positive about the rewards and sanctions scheme. Young people who spoke with inspectors said that the scheme was too punitive on their arrival at the centre and that they should commence on 'silver' regime rather than 'bronze' allowing them more personal items in their rooms. Some said that it is more motivational to avoid losing what they had, rather than trying to gain something which they had not got and would not miss. Young people said that the scheme was motivational and that it benefited them to be on the highest levels. This is evident from the breakdown of figures, from April to November 2012, which shows that an average of approximately 8% of young people from the centre were on bronze, the lowest level, each month, whereas approximately 23% were on platinum plus, the highest level.
- 57. There is a range of sanctions to respond to poor behaviour, with a 24 to 48 hour basic sanction used for the poorest behaviours. Sanctions are properly authorised by managers and are applied in a timely manner. Reasons for the sanction are explained to the young person and this is confirmed by our survey, where 83% of young people said that it was explained to them why they got into trouble. Inspectors found that staff were attempting to link the type of sanction to the young person's poor behaviour, which is good practice. The use of basic sanctions varies each month, but the overall figures remain reasonably constant, averaging 16 per month during the eight months from April to November 2012 inclusive.

Restraint

58. Since April 2012 data in relation to restraint differentiates between the occasions when formal restraint techniques, physical, care and control, (PCC), are applied and the incidences where a form of control or for use of force has been used but PCC has not been applied. Prior to this all data was collected under PCC which was not a true reflection of practice. This data is presented to the monthly SEP meeting, and minutes indicate there is a detailed

discussion of the issues raised by the data. Apart from that provided by the YJB monitoring team, there is no external scrutiny of restraint.

- 59. The main reason for the use of restraint is in response to a fight or assault. Detailed restraint figures inspectors examined from April 2012 confirmed that neither pain inducing holds nor handcuffs had been used. Young people inspectors spoke with said that staff did not deliberately hurt them during restraint. From January 2012 to November 2012 inclusive, there have been 193 instances of restraint, which includes both PCC and use of force. There has been a significant decline in the use of restraint from an average of 32 incidents per month in 2011 to seventeen instances each month in 2012.
- 60. Since the separate monitoring of PCC and use of force figures show that since April 2012 to November inclusive, use of force has been used 29 times and PCC on 104 occasions. In September 2012 PCC was only used on four occasions and in November 2012, only six times, which is a significant achievement and indication of good practice. The recording of incidents of restraint inspectors examined were detailed and provided a good picture of what took place. Inspectors looked at CCTV footage where it was recorded that restraint was applied and in all cases the restraint was appropriate and proportionate and the written documentation reflected what inspectors saw on the screen. However, in some instances CCTV coverage was limited and could not show the whole incident in detail, so that neither the centre nor inspectors could be completely assured that PCC is always appropriate.
- 61. The centre collects data on the numbers of young people from black and ethnic minority groups, who have been restrained and presents this data to the SEP meeting on a monthly basis. There are no cumulative figures over a number of months so that any patterns or trends may be identified. The few monthly snap shots scrutinised by inspectors showed that young people from black and minority ethnic groups were not disproportionately restrained compared to white young people.
- 62. The internal scrutiny of restraint is good and involves good cooperation with the YJB monitor. The head of operations and YJB monitor scrutinise all reportable incidents, including the documentation and CCTV when PCC and use of force is applied. The head of operations generates a separate report for each restraint and the staff involved talk through the restraint with him, so that lessons can be learned and practice improved. All staff who had been involved in a restraint can be identified and the reasons why some staff have been involved in a greater number of incidents can be examined. Inspectors were advised that there were no recent concerns about staff involvement and no inappropriate staff behaviour has been identified.

- 63. There had been 14 exception reports since November 2011, with the highest number being three in April and October 2012. The majority arise from young people who complained of being unable to breathe properly or where a rash appeared after the restraint. The reports are detailed and signed by senior managers, before being sent to the YJB. None of the reports suggest that there are issues that the centre need to learn from the incidents, which is surprising, as all these incidents involved young people in distress and two of the restraints were reported to take ten minutes before they reached a conclusion. Inspectors were informed by the centre that the YJB do not respond to the submitted exception reports, and have not raised any issues arising from them.
- 64. Restraint documentation indicates the time an incident lasted, so that any patterns or trends could be identified. In the documentation inspectors scrutinised, there were no incidents taking over ten minutes and the majority took five minutes or less. In the information submitted to the YJB, since April 2012, there were no recorded incidents over 15 minutes.
- 65. There is recorded evidence that staff work hard to de-escalate extremely agitated and angry young people and there was one incident inspectors directly observed which was managed well by staff and prevented the need for restraint. One incident observed by inspectors on CCTV, showed staff deescalating a situation, by using minimal force to contain a very agitated young person. The young person told inspectors that he thought that he was properly managed and had been helped to calm down. De-escalation is used to good effect to minimise restraint and on the evidence inspectors examined and observed, it is apparent that restraint is only used as a last resort.
- 66. All young people are seen very quickly by a nurse after an incident of restraint and any injuries are recorded and properly attended to. In the period from April to October 2012 inclusive, 22 young people received minor injuries after restraint, but no medical attention was required. Four young people received a minor injury, which required medical attention. No young person required hospital treatment and no members of staff received any injuries. Of the 26 young people who received a minor injury, five were young women.
- 67. Young people also had a formal interview with a manager after an incident of restraint. The documentation of the discussions is detailed, but did not always show that discussions were used to identify what had led to the restraint or that the young person had the best opportunity to comment on the way the restraint was managed Some young people had been spoken to as part of this initial debriefing process by a member of staff involved in the restraint, which is inappropriate at this stage, as those undertaken initial debriefing sessions

should not have taken any part in the incident. It is appropriate once it has been ascertained that the young person has raised neither child protection concerns nor complaint, that the centre undertake restorative justice intervention s. These are used by staff meet to with the young person to discuss and identify the antecedents leading up to the restraint and to assist young people to reflect on their behaviour to prevent a re-occurrence requiring physical intervention. Since August 2012 all young people who have been restrained are given the opportunity to speak with the independent advocate, but no young person has yet taken up this offer.

Single separation or removal from association

- 68. The numbers of times young people are removed from association, against their will is small. Since January 2012 there have been 17 recorded instances of removal from association and since May 2012 there has only been one each month. Although there are no obvious patterns or trends in this area, there were 10 instances of removal from association in September 2011, which was unusually high. In most cases this action has been taken because the young person had been unable to control themselves after a restraint. However, any other reasons for removal are not included in the data provided to the SEP meeting and therefore not discussed or considered.
- 69. In the documentation scrutinised by inspectors, it is evident that removal from association was recorded properly. It is also recorded when a young person goes to their room after an incident to 'cool down'. Inspectors spoke to a number of young people who had gone to their rooms after an incident and they told us that they had gone willingly and that it had helped them to be separated from others, for a short period. In cases examined by inspectors where young people were removed from association, the time in their room was usually short with the longest being one hour 55 minutes and the shortest one minute. The most common length of removal from association is approximately 15 minutes. Governance arrangements are good, and longer periods of separation were properly authorised. Records indicated regular observations of young people and evidence that they are allowed out of their room as soon as they are calm.

The well-being of young people is good

70. The well-being of young people is good overall. Young people's health needs are effectively assessed in a timely manner and the associated care plans meet the holistic needs of individuals. Progress against some care plans is effectively monitored and this demonstrates positive health outcomes for individuals. Work has begun to identify outcomes for the wider centre population, such as

body mass index monitoring. However, current monitoring arrangements do not support service development that ensures that the health needs of the wider group of young people are met. The establishment of a multi-disciplinary approach to care planning through the Healthy Lifestyles Group will support such developments, though it is too early to measure the impact.

- 71. Healthcare staff provides a range of primary care services that meet the needs of individuals. Young people experience and report timely access to healthcare services with the exception of orthodontics, which is under review to ensure it meets national standards. Waiting lists for external appointments are well managed and staff with specialist skills provides appropriate interventions, including mental health and sexual health services, as well as general health promotion. Referrals to secondary health services are effective and promote good outcomes for young people, such as timely psychiatric intervention for individuals whose emotional health is a cause of concern or those requiring substance misuse services.
- 72. The management of medicines supports young people to receive appropriate medicines at the prescribed times and when required. Subject to risk assessment, young people can manage their own medicines, such as creams and inhalers, with support from staff. An immunisation programme is in place and some staff are trained to administer this. The management of medicines supports young people to receive appropriate medicines at the prescribed times and when required. However, not all young people who have expressed a wish to receive immunisations receive them before they are released from the centre. The availability of vaccine and the local policy for obtaining consent for immunisation, constrains timely administration, and compromises the immunisation status of some young people.
- 73. Young people report that healthcare staff treat them with respect and are sensitive to their individual needs in relation to confidentiality, diversity, privacy and dignity. Healthcare staff proactively engage with young people and seeks their views to inform service delivery and to promote the health of individuals, through a wider understanding of common medical conditions and healthy lifestyles. This is achieved in a range of ways, including questionnaires, focus groups and a health fayre. Written information, such as newsletters and information sheets, are available to both staff and young people, and are used by individuals and in one to one and group sessions. However, the format of this written information is not accessible to all young people who may wish to use it. Appropriate arrangements are in place to ensure that young people receive a health assessment, advice and adequate information prior to their release.

- 74. Young people are generally provided with good information when they first arrive at the secure training centre, giving them an insight into daily life and what to expect, including routines. This includes a DVD about the centre that young people view on admission. There is also a written guide which, while detailed, sometimes uses professional language or jargon that might not always be understood by all young people; for example, those with a learning disability or those who have a lower reading ability. There are interpretation services for young people whose first language is not English and interpreters support young people where required in all aspects of life at the centre.
- 75. The centre provides a suitable physical environment for young people.

 Communal areas are well decorated and furnished and young people assist to keep the units clean as part of developing life skills for adulthood. Young people are able to personalise their rooms, subject to risk assessment and are encouraged to care for their living areas and take responsibility for them.
- 76. There are suitable arrangements in place for young people to keep in touch with people important to them. In the survey, 87% of young people felt it is easy to keep in touch with family outside the centre. Each unit has telephones and young people can make and receive calls on a daily basis and in private. Young people are able to have visits from family on a weekly basis. There is flexibility in arrangements, such as where any young person has specific needs such as bereavement. The centre also has an enhanced visits scheme. The scheme's purpose is to promote positive relationships between young people and their families and specifically to provide additional support to young people where there are turbulent or difficult family relationships. Extended visiting times can be offered and arranged to suit the individual circumstances and needs of young people. Enhanced visits take place in a specific area of the centre with comfortable and suitably furnished surroundings.
- 77. The centre has well-established systems in order that young people can give their views and have their say about life at the centre. For example, there are daily unit meetings, forums for discussion about food and activities and Xchange meetings. The Xchange meetings are held regularly and well attended by young people with representatives from each house unit who meet with staff and managers to give their views and contribute ideas to the running of the centre. Young people's views have been seen to have influence. For example, a recent change made is that peer mentors visit units on weekends with enrichment officers. This provides young people with the opportunity to seek advice or ask questions of peer mentors about life at the centre. Although there are examples that demonstrate the matters young people raise through Xchange meetings are actioned, the meeting minutes do not clearly show that all action points are brought to conclusion.

- 78. There are excellent relationships between most staff and young people. In the survey, 87% of young people felt staff treat them with respect. Although 20% of young people in the survey felt that they were not able to see their keyworker when they wanted to. The inspection found however, that keyworkers spend very regular time with young people, building relationships and undertaking important work to support young people to develop important life-skills. Each young person has a clear sentence and training plan that is developed at the point of admission and reviewed regularly. Keyworkers undertake specific tasks with young people, determined by the plan and based on identified needs, for example, family and personal relationships, attitudes to offending behaviour and anger management. Sentence and training plans are formally reviewed on a regular basis. Reviews are managed well and there is good contribution from all relevant professionals. Records of reviews are clear, showing the progress that young people make with clear objectives being set to meet young people's needs and provide them with appropriate support. Young people contribute to their reviews and plan for their future most usually through attendance at the meetings.
- 79. Young people's individual cultural and religious needs are identified on admission to the centre and provided for throughout their stay. The chaplain meets each young person shortly after admission, explaining their role and what support and services are available to young people. Every young person is provided with information about the chaplaincy and this is also available on house units. Young people are able to attend religious services, which are held regularly and they receive good pastoral care. The centre chaplains have a range of links to community faith leaders so young people who have specific religious needs can meet with a faith leader and receive support, advice and guidance. For example, a local Imam visits the centre twice each week and during one of these visits leads Muslim young people in Friday prayers. Young people have access to relevant religious artifacts and resources to support them to follow their beliefs. Young people's cultural needs, such as dietary provision, self-care items and hairdressing are provided for well.
- 80. There has been one incident of discrimination since the last inspection. There is a clear recording system to show the details of the incident and how this has been managed. The centre's approach to these matters is appropriately varied and based on individual circumstances. For example, incidents may be dealt with through educating young people, restorative justice or sanctions.
- 81. In our survey, 95% of young people felt they knew how to make a complaint. The centre provides young people with good information about complaints, which is accessible and freely available on house units. The system is well

used with 155 complaints made since the last inspection. Our survey reports that 29% of young people felt that complaints were not dealt with fairly. Inspectors found that formal complaints are managed well and ensure young people's concerns are addressed. However, recording is inconsistent. Some complaints lack details of the investigative process, the full redress to young people and do not clearly show whether the complaint was upheld or not. After any investigation, young people are seen by a case manager to clarify their satisfaction with the outcome or to assist them to progress to appeal if they wish. All complaints recorded are signed by young people to show they are satisfied with the outcome. However, the policy does not fully reflect practice. Inspectors found that practice is more detailed than what is described in the policy. For example, the policy does not describe the role and responsibilities of the case manager or the role of the duty manager. Additionally, young people do not receive a written response to their complaint.

82. The Grumbles books are a system whereby young people are able to raise low-level concerns by recording any issues or concerns they have for residential managers to respond to. Although young people said their concerns are addressed and the system works, the records show inconsistent recording by managers. Shortfalls in records are not always identified by senior managerial monitoring. For example, responses by managers do not show that the concern has been brought to a satisfactory conclusion and there are delays in responses to young people.

The achievement of young people is outstanding

- 83. The achievement of young people is outstanding. Information on individual young people is used very well to plan an education programme that meets their needs and aspirations. Informal but effective information, advice and guidance are also provided at an early stage. Young people receive a thorough initial assessment of their abilities in mathematics and English soon after their arrival at the centre. It would however, be very beneficial for those young people whose first language is not English and those with very low levels of literacy, to receive more intense support early in their stay so as to maximise their progress. The Education Welfare Officer is tenacious in tracking down any statements of special educational needs and good use is made of these and any other available information from young people's school or previous placement.
- 84. All young people have access to a very broad and balanced curriculum that enables them to achieve exceptionally well. All young people have daily

lessons of mathematics and English and this is very effective in consolidating and re-enforcing learning in these key subjects. Young people also have a daily physical education (PE) lesson which contributes well to helping them to maintain healthy lifestyles. Support for young people with reading ages significantly below their chronological age is excellent. Young people receive very high quality individual support in the form of daily sessions with well-qualified Learning Support assistants (LSAs). Young people also receive good support in lessons both from residential staff and LSAs.

- 85. Overall teaching is good and some lessons have outstanding features. During the inspection, no inadequate teaching was observed. Many lessons had very suitably challenging and innovative tasks which young people enjoyed doing to the best of their ability. For example, in a history lesson young people produced some outstanding writing on the feelings and emotions of an aircraft pilot in the Battle of Britain. Similarly, in a performing arts lesson, young people worked with enormous enthusiasm to act out a scenario of conflict to an exceptional standard and their evaluation of their work was equally outstanding.
- 86. Young people obtain a very wide range of qualifications during their time in the centre. Each young person follows a 'Learning Pathway' that caters extremely well for their individual needs and abilities. All qualifications gained are substantial and are recognised by employers, colleges and training providers. Young people who are studying for GCSEs on their arrival are able to continue with their studies and last year young people achieved 47 GCSEs, including eight higher grades. In addition, 72 Business and Technician Education Council (BTEC) awards were achieved last year. Achievement in hairdressing and beauty therapy is outstanding with 40 City and Guild awards achieved last year, the majority being at Diploma level. Young people's achievements in the key subjects of English and mathematics are very high with nearly 240 qualifications gained last year with a significant proportion of these being at levels one and two. Young people's artwork has gained a very high level of recognition by gaining a substantial number of Koestler awards.
- 87. There is a very appropriate emphasis on supporting helping young people to improve their abilities in mathematics and English. The outcomes of this strategy are exceptionally impressive. Virtually all young people gain improved qualifications in English and mathematics. Of equal importance is the progress young people of lower ability make in these key subjects. For every month of stay within the centre, young people make on average over three months progress in reading and spelling and six months progress in numeracy. Those young people, who have access to the very high quality individual support, make significantly more progress. For example, in reading those young people

- receiving individual support make nearly twice as much progress than those receiving other forms of support. However, there is less impact of individual support in numeracy. Detailed analysis of data shows that there is no significant difference in progress and achievement of different ethnic groups.
- 88. Most lessons are planned well to take into account the differing abilities of young people in the class. This enables young people to make good and sometimes outstanding progress in lessons. In an art lesson young people made outstanding progress in producing complex work to a very high standard. In the few less successful lessons, tasks were less innovative and on occasions relied too heavily on the completion of printed worksheets with no real context provided to enable young people to see the relevance of their work. Young people's work is marked frequently, but the quality of marking and feedback is too inconsistent. In English, young people receive excellent feedback on how to improve their work, but in some subjects marking is too cursory and too little attention is given to the correction of spelling and grammar.
- 89. Most lessons take place in a productive ethos. Relationships between adults and young people are very good and based on mutual respect. Teachers work successfully to create a calm, inclusive and welcoming atmosphere in lessons, where behaviour is, with very few exceptions, very good. Young people concentrate well on the tasks set and most are very keen to produce work to the best of their ability. They make very good progress in becoming confident and independent learners. Residential staff in lessons makes a significant contribution to helping young people to remain on task and to behave appropriately. During the inspection no swearing or the use of any inappropriate language was heard by inspectors.
- 90. The very few instances of poor behaviour observed were dealt with quickly and successfully by teachers and residential staff working together to manage the situation. The number of young people who are returned to the residential units due to poor behaviour is extremely low, as this sanction is used only as a last resort. Good use is made of the tutorial rooms where young people can take time out to reflect on their behaviour before returning to the lesson. During the inspection we observed young people using this facility very successfully at their own request, so as to manage their own behaviour and emotions. Young people's targets are stated in their learning programmes and tutorial time is used well to review young people's targets and to set new ones. Young people's progress and achievements are reported to parents and carers on a monthly basis.

- 91. Young people receive very good feedback in lessons and most lessons contain a very helpful summary at the end. The ability of teachers to do this is helped enormously by the exceptionally well-managed changeovers where teachers receive five minutes' notice as to when young people will be moved. Movement to and from education is calm and efficient and as a result, punctuality to education is very good. Attendance at education is outstanding at over 99%. Particularly successful innovations are the reading and numeracy groups that are led by sixth form students from a local independent school and a local secondary school. Young people enjoy these sessions immensely and the contributions these sessions make to not only improve their progress in reading and mathematics, but also to their social and personal development are very significant.
- 92. The provision of vocational courses has been increased and now includes construction crafts, hairdressing and beauty therapy, sports studies, travel and tourism and health and social care. Work-related learning has also been well developed and some young people can access real work in the centre kitchen where they gain units of National Vocational Qualifications (NVQ) accreditation. A small number of young people also assist the facilities team in carrying out basic maintenance around the site. As yet, this is not accredited. Young people also gain work experience by working in practical areas such as design technology, art, PE and cookery where they carry out tasks such preparing materials and keeping areas clean and tidy. This work has high status amongst young people.
- 93. Mobility is planned and approved time out of the centre is used well to enable young people to gain work experience in community placements such as a local food bank, art galleries, in the kitchens of a national hotel chain and at a motorcycle manufacturer. Over 40 education-related mobility's were used this year, including a significant number for college interviews. This work is complemented well by high quality input commissioned separately by the centre from Connexions, later in a young person's stay.
- 94. Teachers and support staff are well qualified and experienced and work together very well as a team. Support from senior managers is outstanding and this leads to the vision of continuous improvement and the culture of being self-critical being shared by all staff. A good programme of staff development is in place with good links with other STCs and mainstream schools in place. A system of lesson observations is in place and outcomes of observations are accurate. However, there needs to be more emphasis placed on judging young people's progress in lessons rather than the activities of the teacher. Accommodation is of good quality with classrooms being bright and airy. Young people respect their environment and there is no evidence of

- graffiti. Classrooms and corridors contain interesting and stimulating displays and are used to good effect to celebrate young people's achievements by for example, the inclusion of work in the displays.
- 95. Very good arrangements are in place for enrichment activities and these contribute to the social development of young people while in the centre via a wide and varied programme which is of interest to male and female young people, coordinated by dedicated enrichment staff. This team works in conjunction with education, healthcare and unit staff, with documenting progress via well-attended monthly enrichment meetings. A wide range of clubs and special interest activities are available to all young people. During the inspection, young people participated enthusiastically in the football club and the singing club was enhanced by the input from staff and pupils from a secondary mainstream school. Young people in the drama club worked hard and showed great talent in their rehearsals for the Christmas pantomime. Good account is taken of limitations such as the 'do not mix' list of young people who should not be in the same environment together. Activities on offer evolves appropriately in line with emerging opportunities, such as musical instrument tuition as well as interests and requests from young people who report very positively about the programme.
- 96. Current enrichment opportunities are enhanced with young people having a range of opportunities for employment opportunities within the centre. The recent introduction of a simple application form, requirement for a referee and an interview process, adds value to this in terms of the young people being able to experience a fair approximation of applying for a job externally. A limited range of work experience opportunities outside the centre are also established and have been very beneficial to eligible young people, work to extend both these areas are planned. Community reparation schemes are well established with, for example, involvement with a local food bank and the decoration of a local community sports facilities. Adequate mobility arrangements are in place; although most of these occur at an external physical exercise environment, located just outside the centre's gates and this activity is used to risk assess young people for other types of mobility events such as trips to buy clothes.

The resettlement of young people is good

97. The resettlement of young people is good. Effective resettlement planning is in place from the point of admission and continues throughout a young person's stay. Young people are allocated promptly to youth offending service (YOS) case managers, who promptly begin the process of information gathering from community agencies, to inform sentence planning and target setting. This

ensures that each young person has a programme geared towards resettlement, which takes good account of their individual needs. Initial planning and review meetings are timely, ensuring that young people's progress is able to inform their discharge arrangements, and this always takes account of resettlement issues.

- 98. Centre staff are proactive in ensuring that young people are supported by advocates where external agencies are not providing resources in accordance with the young person's needs sufficiently swiftly, for example, suitable accommodation post-release. Centre staff are also proactive in terms of suggesting and facilitating other resettlement activity such as college interviews, ensuring that young people have meaningful activities to engage in after release and that transitions are as smooth as possible. Progress on resettlement is overseen by weekly multi-disciplinary meetings ensuring that any gaps or insufficiently swift progress are identified and remedied accordingly. This meeting also ensures that 'leaving packs' are issued to all young people approaching discharge, to support their resettlement arrangements, and this is supplemented by the 'moving on' young personfriendly resource, used by unit staff to help prepare them for leaving.
- 99. Centre staff are widely aware of the importance of, and gives appropriate and sufficient priority to maintaining young people's relationships with family and friends in the community. Young people have good access to maintaining links via telephone contact, letters and visits. This is supported by the offer of enhanced visits to enable links, particularly fragile ones identified as of value to the young person's, be strengthened within a more informal and private setting, facilitated by staff as appropriate.
- 100. There is a strong and well-organised programme of offending and other life skill enhancement programmes ensuring that young people receive a minimum of five hours input a week. Group work programmes are supplemented by well-planned and designed 1:1 sessions delivered by unit key work staff. Additional programmes are delivered by the YOS team within the centre. There is careful analysis of written evaluations of all sessions which unit staff and young people complete after each session and this is supported by observations of group work and individual key worker sessions by YOS workers. Feedback to unit managers is provided about delivery styles to enable continuous improvement and refresher training is provided to staff annually. In addition, the programmes manager reports monthly on the overall effectiveness of programmes to the senior management team, enabling programmes to be adjusted according to their assessed impact. Young people report positively about the offending programmes in terms of assisting them

- in, for example, developing victim empathy and how to control their behaviour better.
- 101. Good consistency and individualised approaches to young people's overall progress is assisted by weekly trainee monitoring meetings attended by all relevant staff, ensuring all those who are working with each young person are aware of their progress. Young people have individualised programmes of work according to assessed needs, and these are discussed and agreed at young people's individual reviews. Young people are actively involved in their resettlement plans and these also include all agencies.
- 102. The impact of programmes and other work undertaken with young people at the centre is, in part, measured by the administration of 'strengths and difficulties questionnaires' to the young person, their parent and their YOT worker at both the beginning and the end of their time in custody. This is evaluated well and findings are sensitively analysed differentially to explore differences in impact on different cohorts such as female and BME young people, who are both identified as groups, where there is less positive and sustained impact post-custody. Well-written annual reports enable the management team to assess the impact of its services on a range of young people's emotional wellbeing indices.
- 103. Good discharge planning and the construction of comprehensive discharge plans ensure that the needs of young people are clearly set out as well as specifying responsibilities for meeting their future needs. Young people are supported to make positive transitions to other secure facilities. Information is shared via e-Asset documentation which both the originating and receiving establishments have access to for a limited time. The centre is increasingly able to assess the effectiveness of its impact and resettlement activity in part, by pro-actively tracking the progress of young people following discharge at four, eight and 12 months after release, where possible. This shows that the vast majority of young people are in education, employment or training immediately upon their release and a good number remain engaged in positive activities for longer periods. All young people are discharged to suitable accommodation. The centre contributes well to multi-agency public protection arrangements (MAPPA).

Record of main judgements

Secure training centre		
Overall effectiveness	Good	
The safety of young people	Good	
The behaviour of young people	Good	
The well-being of young people	Good	
The achievement of young people	Outstanding	
The resettlement of young people	Good	

Secure Training Centre Survey

	Section 1: 0	Questions ab	out you				
Q1.1	What is your gender?	Male 35 (88%	6)			emale (13%)	
Q1.2	How old are you?	2 13 0 0 %) (0%)	14 4 (10%)	15 15 (38%)	16 12 (30%)	17 9 (23%)	18 0 (0%)
Q1.3	What is your ethnic origin? White - British (English/Welsh/White - Irish	eananisesesesesesese.					3 (8%) 0 (0%) 5 (13%) 1 (3%) 0 (0%) 0 (0%) 1 (3%) 0 (0%) 0 (0%) 2 (5%) 0 (0%) 1 (3%) 0 (0%) 1 (3%)
Q1.4	What is your religion? None Church of England Catholic Protestant Other Christian denomination Buddhist Hindu Jewish Muslim Sikh	Yes				No	5 (14%) 6 (17%) 0 (0%) 0 (0%) 0 (0%) 0 (0%) 1 (3%) 4 (11%)
Q1.5	Do you consider yourself to be Gypsy/Romany/Traveller?	3 (8%) Yes			36	6 (92%) No	

Q1.6	Are you a British citizen?	39 (98%)		1 (3%)
Q1.7	Do you think that you have a disability? (i.e. do you need help with any long-term physical, mental or learning needs)	Yes 6 (15%)		No 34 (85%)
	Section 2: Questions about you	r trip here and first	t 24 hours in	this centre
Q2.1	On your most recent journey here, did you feel that staff were looking after you?	Yes 35 (88%)		No 5 (13%)
		Yes	No	Don't remember/
Q2.2	When you were searched, was this carried out in a respectful way?	33 (83%)	2 (5%)	Not Applicable 5 (13%)
Q2.3	Were you seen by a health services worker (for example a doctor or nurse) before you went to bed on your first night here?	Yes 40 (100%)		No 0 (0%)
		Yes	No	I didn't want to
Q2.4	On your first night here, were you able to talk to someone about how you were feeling?	25 (63%)	5 (13%)	talk to anyone 10 (25%)
Q2.5	Did you feel safe on your first night here?	Yes 34 (85%)		No 6 (15%)
	Sect	ion 3: Daily life		
Q3.1	What is the food like here? Very good Good Neither Bad Very bad			
Q3.2	If you had a problem, who would y	ou turn to? (Please	tick all that ap	oply)
	No-one			5 (13%)

	Teacher/ Education staff Key worker Case worker Staff on your unit Another young person her Family	······································		13 (33%) 11 (28%) 20 (51%) 3 (8%) 19 (49%)
		I don't have a key worker	Yes	No
Q3.3	Are you able to see your key worker when you want to?		30 (75%)	8 (20%)
		I don't have a key worker	Yes	No
Q3.4	Does your key worker try to help you?		32 (82%)	5 (13%)
		Yes		No
Q3.5	Do most staff treat you with respect?	34 (87%)		5 (13%)
		Yes		No
Q3.6	Are your religious and cultura views respected?	27 (71%)		11 (29%)
Q3.7	Can you attend religious services?	Yes 24 (65%)	No 4 (11%)	I don't want to 9 (24%)
Q3.8	Is it easy to keep in touch with family outside the centre?	Yes 34 (87%)		No 5 (13%)
	Se	ection 4: Behaviour		
Q4.1	Do you know what the rewards and sanctions scheme is?	Yes 40 (100%)		No 0 (0%)
		Yes	No	I don't know what the rewards and sanctions
Q4.2	Do you think the rewards and sanctions scheme is fair?	27 (68%)	13 (33%)	scheme is 0 (0%)
Q4.3	If you get in trouble, do stafe explain what you have done wrong?			No 6 (16%)

Q4.4	Have you been placed in close supervision or single separation here?	Yes 12 (36%)		No 21 (64%)
Q4.5	Have you been physically restrained (PCC) since you have been here?	Yes 10 (26%)		No 29 (74%)
	Section	on 5: Health Services		
Q5.1	If you feel ill are you able to see a health service worker (for example, a doctor or nurse)?	Yes 37 (97%)	No 1 (3%)	I don't know 0 (0%)
Q5.2	What are the health services like here?	Good 27 (71%)	Bad 10 (26%)	I don't know 1 (3%)
	Sec	tion 6: Complaints		
Q6.1	Do you know how to make a complaint?	Yes 36 (95%)		No 2 (5%)
		I have not made	Yes	No
Q6.2	Are complaints dealt with fairly?	one 18 (47%)	9 (24%)	11 (29%)
Q6.3	Have you ever felt too scared or intimidated to make a complaint?	Yes 6 (16%)		No 32 (84%)
	Section 7: Questions a	bout education, train	ing and activ	ities
Q7.1	Do you have a training plan, sentence plan or a remand plan? (i.e. a plan that is discussed in your DTO meetings or reviews that sets out your targets)	Yes 18 (49%)	No 9 (24%)	I don't know 10 (27%)
		Yes		No

Q7.2	Are you encouraged to take part in activities outside education/ training hours?	32 (86%)		5 (14%)
Q7.3	Have you been given career advice here?	Yes 23 (61%)		No 15 (39%)
Q7.4	Have you been able to learn work related skills here (i.e.bricklaying/ hairdressing)?	Yes 24 (63%)	No 13 (34%)	I don't know 1 (3%)
Q7.5	Do you think your education/ training here will help you once you leave the centre?	Yes 28 (76%)		No 9 (24%)
	Section 8: Q	uestions about s	afety	
		Yes		No
Q8.1	Have you ever felt unsafe here?	10 (26%)		28 (74%)
Q8.2	Do you feel unsafe at the moment?	Yes 2 (5%)		No 36 (95%)
Q8.3	In which areas or at what times have Never felt unsafe Everywhere	aration		28 (76%) 4 (11%) 0 (0%) 1 (3%) 1 (3%) 1 (3%) 0 (0%) 1 (3%) 0 (0%) 4 (11%) 3 (8%)
Q8.4	Have you ever been bullied or victimised by another young person or group of young people here?	Yes 8 (22%)		No 29 (78%)
Q8.5	If yes, what was it about? (Please to Insulting remarks (about you o		ends)	4 (11%)

Physical abuse (being hit, kicked or assaulted)	4 (11%)
Sexual abuse	1 (3%)
Feeling threatened or intimidated	3 (8%)
Having your canteen/property taken	0 (0%)
Medication	0 (0%)
Drugs	0 (0%)
Your race or ethnic origin	1 (3%)
Your religion/religious beliefs	0 (0%)
Your nationality	0 (0%)
Your being from a different part of the country than others	0 (0%)
Your being from a traveller community	0 (0%)
Your sexual orientation	0 (0%)
Your age	0 (0%)
You having a disability	0 (0%)
You being new here	3 (8%)
Your offence/ crime	0 (0%)
Gang related issues	1 (3%)
Other	1 (3%)

Yes

6 (17%)

Q8.7 Have you ever been bullied or victimised by a member of staff or group of staff members here?

No

30 (83%)

Q8.8	If yes, what did the incident(s) involensulting remarks (about you of Physical abuse (being hit, kicked Sexual abuse	r your family or friends) ed or assaulted) ed taken t of the country than others nmunity	3 (8% 1 (3%) 0 (0%) 2 (6%) 1 (3%) 0 (0%) 0 (0%) 1 (3%) 0 (0%) 0 (0%) 0 (0%) 0 (0%) 0 (0%) 1 (3%) 1 (3%) 1 (3%)	
Q8.10	If you were being bullied or victimised, would you tell a member of staff?	Yes 20 (59%)	No 14 (41%)	
Q8.11	Do you think staff would take it seriously if you told them you were being bullied or victimised?	Yes 31 (86%)	No 5 (14%)	
Q8.12	Is shouting through the windows a problem here?	Yes 11 (31%)	No 24 (69%)	



Survey responses from children and young people: Rainsbrook STC 2012

Survey responses (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not

indicated as statistically significant, this is likely to be due to chance. NB: This document shows a comparison between the responses from all young people surveyed in this establishment with all young people surveyed for the comparator.

Key to tables

	Any percentage highlighted in green is significantly better	STC
	Any percentage highlighted in blue is significantly worse	brook
	Any percentage highlighted in orange shows a significant difference in young people's background details	2012 Rainsbrook STC
	Percentages which are not highlighted show there is no significant difference	2012
Number o	of completed questionnaires returned	40
SECTIO	N 1: ABOUT YOU	
1.2	Are you aged under 16?	47%
1.3	Are you from a minority ethnic group? (including all those who did not tick White British, White Irish or White Other category)	29%
1.4	Are you Muslim?	11%
1.5	Do you consider yourself to be Gypsy/Romany/Traveller?	8%
1.6	Are you a foreign national?	3%
1.7	Do you think that you have a disability?	16%
SECTIO	N 2: YOUR TRIP HERE AND FIRST 24 HOURS	
2.1	On your most recent journey here, did you feel that staff were looking after you?	88%
2.2	When you were searched, was this carried out in a respectful way?	83%
On your	first night here:	
2.3	Were you seen by a health services worker before you went to bed?	100%
2.4	Were you able to talk to someone about how you were feeling?	63%

2.5	Did you feel safe?	84%
SECTION	N 3: DAILY LIFE	
3.1	Is the food here good/ very good?	22%
If you had	d a problem, who you would turn to?	
3.2a	No-one	13%
3.2b	Teacher/Education staff	8%
3.2c	Key worker	33%
3.2d	Case worker	29%
3.2e	Staff on the unit	52%
3.2f	Another young person here	8%
3.2g	Family	48%
3.3	Are you able to see your key worker when you want to?	75%
3.4	Does your key worker try to help you?	82%
3.5	Do most staff treat you with respect?	87%
3.6	Are your religious and cultural views respected?	71%
3.7	Can you attend religious services?	64%
3.8	Is it easy to keep in touch with family and friends?	87%
SECTION	4: BEHAVIOUR	
4.1	Do you know what the rewards and sanctions scheme is?	100%
4.2	Do you think the rewards and sanctions scheme is fair?	67%
4.3	If you get in trouble, do staff explain why?	83%
4.4	Have you been placed in the close supervision or single separation here?	36%
4.5	Have you been physically restrained (PCC) since you have been here?	26%
SECTION	S 5: HEALTH SERVICES	
5.1	If you feel ill, are you able to see a health service worker?	97%
5.2	Do you think that the health services are good here?	71%

SECTIO	N 6: COMPLAINTS	
6.1	Do you know how to make a complaint?	95%
For those	e who have made a complaint:	
6.2	Are complaints dealt with fairly?	23%
6.3	Have you ever felt too scared or intimidated to make a complaint?	16%
SECTIO	N 7: EDUCATION AND ACTIVITIES	
7.1	Do you have a training plan, sentence plan or remand plan?	49%
7.2	Are you encouraged to take part in activities outside education hours?	86%
7.3	Have you been given career advice here?	61%
7.4	Have you been able to learn work related skills here?	63%
7.5	Do you think your education here will help you once you leave?	76%
SECTIO	N 8: SAFETY	
8.1	Have you ever felt unsafe here?	26%
8.2	Do you feel unsafe at the moment?	5%
8.3	Have you ever been bullied or victimised by another young person or group of young people here?	22%
•	ve felt bullied or victimised by another young person/group of young did the incident involve:	
8.5a	Insulting remarks?	10%
8.5b	Physical abuse?	10%
8.5c	Sexual abuse?	3%
8.5d	Feeling threatened or intimidated?	9%
8.5e	Having your canteen/property taken?	0%
8.5f	Medication?	0%
8.5g	Drugs?	0%
8.5h	Your race or ethnic origin?	3%
8.5i	You religion or religious beliefs?	0%

8.5j	Your nationality?	0%
8.5k	Being from a different part of the country than others?	0%
8.5I	Your being from a traveller community?	0%
8.5m	Your sexual orientation?	0%
8.5n	Your age?	0%
8.5o	You having a disability?	0%
8.5p	You being new here?	9%
8.5q	Your offence/crime?	0%
8.5r	Gang related issues?	3%
8.7	Have you ever been bullied or victimised by a member of staff or group of staff members here?	17%
	ve felt bullied or victimised by a member of staff/group of staff members, cident involve:	
8.8a	Insulting remarks?	9%
8.8b	Physical abuse?	3%
8.8c	Sexual abuse?	0%
8.8d	Feeling threatened or intimidated?	5%
8.8e	Having your canteen/property taken?	3%
8.8f	Medication?	0%
8.8g	Drugs?	0%
8.8h	Your race or ethnic origin?	3%
8.8i	You religion or religious beliefs?	0%
8.8j	Your nationality?	0%
8.8k	Being from a different part of the country than others?	0%
8.81	Your being from a traveller community?	0%
8.8m	Your sexual orientation?	0%
8.8n	Your age?	0%
8.80	You having a disability?	0%
8.8p	You being new here?	5%
8.8q	Your offence/crime?	3%

8.8r	Gang related issues?	3%
8.8s	Because you made a complaint?	3%
8.10	If you were being bullied or victimised, would you tell a member of staff?	59%
8.11	Do you think staff would take it seriously if you told them you were being bullied or victimised?	86%
8.12	Is shouting through the windows a problem here?	32%



Rainsbrook STC

Summary of questionnaires and interviews

26th November 2012

Introduction

The objective of the STC survey is to give young people the chance to comment on their treatment and conditions in custody, as part of the evidence base during HM Inspectorate of Prisons and Ofsted inspections.

The data collected are used in inspections, where they are triangulated with inspectors' observations, discussions with young people and staff and documentation held in the establishment. More detail can be found in the inspection report.

Survey Methodology

A voluntary, confidential and anonymous survey of a representative proportion of the population of children and young people (12–18 years) was carried out by HM Inspectorate of Prisons.

Selecting the sample

At the time of the survey on 26th November 2012, the population of young people at Rainsbrook STC was 64. All young people at the time of the survey were aged between 14 and 17 years. All young people were included in the sample.

Completion of the questionnaire was voluntary and refusals were noted.

Interviews were carried out with any young people with literacy difficulties. Interviews were also routinely offered to all young people aged between 12 and 14 years. In total, two young people were interviewed.

Methodology

Every attempt was made to distribute the questionnaires to each young person on an individual basis. This gave researchers an opportunity to explain the independence of the Inspectorate and the purpose of the questionnaire, as well as to answer questions.

All completed questionnaires were confidential – only members of the Inspectorate saw them. In order to ensure confidentiality, young people were asked to do one of the following:

- have their questionnaire ready to hand back to a member of the research team at a specified time
- seal the questionnaire in the envelope provided and hand it to a member of staff, if they were agreeable, or
- seal the questionnaire in the envelope provided and leave it in their room for collection.

Young people were not asked to put their names on their questionnaire, although their responses could be identified back to them in line with child protection requirements.

Response rates

In total, 40 young people completed and returned their questionnaires. This represented 63% of children and young people in the establishment at the time. The response rate from the sample was 63%.

Six young people refused to complete a questionnaire, two questionnaires were not returned and 16 were returned blank.

Comparisons

The following document details the results from the survey. All data has been weighted in order to mimic a consistent percentage sampled in each establishment.

Some questions have been filtered according to the response to a previous question. Filtered questions are clearly indented and preceded by an explanation as to which young people are included in the filtered questions. Otherwise, percentages provided refer to the entire sample. All missing responses are excluded from the analysis.

Summary

In addition, a summary of the survey results has been included, which shows a breakdown of responses for each question. Percentages have been rounded and therefore may not add up to 100%.

No questions have been filtered within the summary so all percentages refer to responses from the entire sample. The percentages to certain responses within the summary, for example 'I don't have a key worker' options across questions, may differ slightly. This is due to different response rates across questions, meaning that the percentages have been calculated out of different totals (all missing data is excluded). The actual numbers will match up as the data is cleaned to be consistent.

Percentages shown in the summary may differ by 1% or 2% from that shown in the comparison data as the comparator data has been weighted for comparison purposes.