

# Medway Secure Training Centre

## Inspection report for Secure Training Centre

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**Inspection date** 28 August 2008  
**Lead inspector** Linda Christie HMI  
**Additional inspector(s)** Ian Dickson  
Jim Palmer

**Type of inspection** Random – unannounced  
**Type of registration** Secure Training Centre

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## About this inspection

In accordance with Statutory Rules for STC inspections made under Section 47 of the Criminal Justice and Public Order Act 1994, and in line with section 37(1) of the Crime and Disorder Act 1998 which states that: It shall be the principal aim of the youth justice system to prevent offending by children and young persons.

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

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

### The key inspection judgements and what they mean

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

*Good:* this aspect of the provision is strong

*Satisfactory:* this aspect of the provision is sound

*Inadequate:* this aspect of the provision is not good enough

*Not judged:* this aspect of the provision was not judged

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## Service Information

### Brief description of the service

1. Medway secure training centre (STC) is managed by Rebound ECD Limited, which is part of the corporate G4S group.
2. Medway STC is situated in Rochester, Kent. It offers secure provision for young people aged from 12 to 17 years who meet the criteria for custodial sentence or secure remand.
3. Medway STC is one of four purpose built secure training centres that between them offer secure provision for young people across the country.
4. The centre caters for up to 76 young people of both genders. During the period of inspection up to 67 young people were in residence. They live in house units, of which there are four in each of the three house blocks.
5. At the request of the Youth Justice Board the centre has increased the number of places for young women. The centre now works with up to 42 young women and 34 young men.

### Summary

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

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

6. This was a random unannounced inspection carried out in accordance with the service level agreement between the Youth Justice Board and Ofsted.
7. The aim of this inspection was to review progress against the recommendations made in the report of November 2007. Three Ofsted social care inspectors spent a day and a half on site, providing managers with initial feedback at the close of the inspection.
8. The director, who was in an acting capacity during the last inspection, has been confirmed in post. He and his senior management team have agreed a clear vision for the development of the centre and have been systematically addressing the recommendations and other areas for development highlighted during the inspection.
9. A new head of professional standards has taken up post since the last inspection. A review has been undertaken of the roles and responsibilities of the senior management team and some redistribution of tasks has taken place. The centre manager is clear that it is important to recognise the skills

and strengths of his senior managers and has taken this into account when planning for future development. This clearer focus on implementation has already begun to have an impact on the delivery of an improved service to young people.

10. Senior managers describe the centre as being on a 'journey' and describe credible and effective processes that will contribute to ongoing development. The senior management team continually self analyse and welcome feedback from a range of partners, staff teams and more importantly young people. The ongoing development of robust procedures to safeguard young people has been as a direct result of clear review and effective partnership working.
11. Managers are clear that all staff at the centre have an important role to play in the effective delivery of care and services to young people. There is also an expectation that all staff will be supported in their roles, but also held to account.
12. The role of training supervisors has been revised and they are now designated as team leaders. The objective has been to raise the profile of their role and remind them that they are in fact first line managers. They are responsible for shift management and the supervision of training centre assistants. All team leaders are in the process of receiving training in the various aspects of their role as front line managers at the centre. This has resulted in a more robust framework of accountability for care staff working directly with young people.

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

13. Of the 25 recommendations made in the report of the last inspection, all have been met, except for one that has been partially addressed. Of the four recommendations made by education inspectors, evidence is available to suggest that these have been implemented, but the impact of progress upon young people was not assessed during this visit.
14. There have been good improvements in the management of medicines and ensuring the safety of dispensing them to young people.
15. The centre has improved safety and security systems even further with the upgrade of the Closed Circuit Television (CCTV) cameras around the site and the replacement of the radio alarms used by all staff.
16. The attention given to further improvement of procedures and practice in relation to safeguarding children has produced commendable results.
17. Recording of physical restraint has improved, as recommended, but there is more to do to ensure the same clarity with records when young people are removed from the group and isolated.

18. Work has been done to ensure the information given to young people when they are admitted to the centre is current and accurate. However, the centre's commitment to equality and diversity is still not understood by young people and some staff.
19. Care staff supporting teachers in the classroom now receive accredited training in preparation for this role.
20. Efforts to increase the range of vocational and work related experiences for young people has produced good results, such as young people learning hair and beauty skills. However, the centre is limited by the lack of appropriate physical resources to take this to the level that staff wish to see.
21. Links with external organisations continue to develop, with some excellent results, particularly in relation to enrichment and educational activities.
22. The centre is more systematically holding local children's authorities to account in relation to planning for young people, particularly those remanded to the centre. Managers and staff are also reminding agencies that they have a duty to ensure that appropriate plans are in place for young people when they move on from the centre. Staff are playing their part in helping young people prepare for life outside of the centre and in preparation for adulthood. Additional vocational resources will improve this even further.

## The effectiveness of the service

### Helping children to be healthy

#### The provision is satisfactory.

23. Young people's health needs are well identified and met.
24. The recording of the administration of medicines is improving and a new policy for recording and administering medicines is now being used. All nursing staff have signed to show that they understand the new way of working. The healthcare manager and the managers within the centre regularly monitor and audit the records of the administration of medicines. Action is taken on any issues arising from external audits undertaken by a visiting pharmacist. As a result the administration of medicines to a young person by a member of nursing staff is witnessed by a member of the care staff reducing the risk or loss of medicines and ensuring that medicines are administered correctly. The recommendation has now been met.
25. A system for gaining consent for both prescribed and non prescribed medicines is now in place. This is subject to weekly monitoring by both the medical centre staff and the Head of Youth Offending services. There is a system for seeking written consent from those with parental responsibility at the time of admission or shortly after. This reduces any delay in receiving appropriate medical treatment for young people.
26. Verbal consents are gained and recorded, whilst written consents not available on admission are sought. The centre is considering further methods for improving access to written medical consent and verification of verbal consents. Regular audits of consent show that all young people have either verbal, written or self consents in place. This is a significant improvement since the last inspection and this recommendation is met.
27. All young people's administration of medicines and prescription records now hold a recent photograph; this is subject to a regular audit process and these records show that all young people's medical records now hold a photograph, thereby ensuring correct identification by the member of nursing staff administering medicines. This recommendation is now met.
28. Young people do not currently have clear written health care plans, although some aspects of their health needs are identified on their sentence plans. The centre recognises the need to develop comprehensive individual health care plans for young people; this is an area for continuing development. Comprehensive care plans for all young people will ensure how and in what timescales identified medical needs will be met. This ensures better health outcomes for young people.

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

### The provision is good.

29. The closed circuit television (CCTV) system installed in the centre has been upgraded to offer 'real time' recording. This has greatly improved the system, and made it fit for purpose to provide appropriate coverage across the centre. It allows for close monitoring of incidents occurring in the centre and greatly enhances the safety of young people and staff and the effective investigation of any child protection issues. CCTV coverage is now good, and as a result young people are safer at the centre.
30. The centre has very thorough, transparent and well developed child protection procedures and practice which help to keep young people safe from abuse by others at the centre.
31. The recording of child protection referrals and investigations has been reviewed, and now includes adequate and appropriate detail. All child protection referrals are reviewed by the management team every month to ensure that they are appropriate, include necessary detail, and are being addressed properly.
32. There are adequate and improving arrangements for making safeguarding referrals to the local authority. The centre is seeking to improve the process for referring child protection concerns, and a draft referral form has been devised in conjunction with the local safeguarding children board (LSCB), which has been submitted to the local authority for consultation. This will be introduced when it is finalised. Until then, the existing procedures are good enough to ensure appropriate information is available for the safeguarding team until the new documentation is implemented.
33. The local authority officer responsible for investigating safeguarding referrals from the centre is very satisfied with the level of detail and cooperation received from the centre. Practice standards expected of the staff at the centre are high, and the centre does not simply rely on the local authority to decide if an investigation is appropriate if the managers feel that there may have been unacceptable behaviour from staff.
34. Child protection referral and investigation files are comprehensive and reflect a thorough process. When any investigation is completed, the safeguarding officer from the local authority writes to the young people, parents and social workers or significant others to advise them of outcomes.
35. The centre has effective arrangements to include members of the local safeguarding team and representatives from 'Voice' (the advocacy service) in the monthly safeguarding meetings. Representatives from the local authority

and 'Voice' are invited to attend quarterly meetings of the Safeguarding and effective practice (SEP) meeting. These multi disciplinary meetings are held each month at the centre and review all aspects of behaviour management and child protection. This ensures that there is an outside contribution to these monitoring meetings, and allows an independent and transparent overview of behaviour management practice and outcomes for young people at the centre. This is a commendable initiative.

36. Good recording arrangements have been introduced at the centre to ensure that recording of all restraints clearly identify the reason and justification for the use of restraint. Staff are trained to record basic details in the 'Physical Control in Care' (PCC) restraint book and make a detailed recording with antecedents and actions taken on the incident report form.
37. There are robust measures in place to ensure that the records are thoroughly and routinely monitored. Incident report forms include de-escalation efforts made to avoid the need for restraint, how the restraint was managed, and support for the young person subsequently. Young people are now routinely offered a restorative justice interview following restraint to enable them to address issues and resolve significant differences. The improved recording allows managers to evaluate the quality of behaviour management and appropriateness of responses. It allows a check that young people are treated and supported properly. The procedures in place enable the centre to ensure young people remain safe.
38. Whilst every occasion when young people are separated from their peers is recorded, the recording of every removal from association is not sufficiently clear. A revised recording system was piloted earlier this year, but has proved to be inappropriate due to a change in legislation related to the use of restraint. A review of the use of removal from association is planned to take place.
39. Young people who are not allowed to take part in outside activities due to sanction or who are out of school are locked in their rooms without staff. Whilst this meets the definition of removal from association, it is not recorded directly as such. Removal from association under these circumstances is appropriately managed and monitored, but is recorded separately. It does not appear on the formal record of removals from association for statistical purposes. When young people are taken to their room following episodes of PCC, this is appropriately recorded. Observations carried out of young people in their rooms and at night are electronically recorded. Records of removal from association do not accurately reflect the length of time young people spend locked alone in bedrooms.
40. There are robust security arrangements in place at the centre. CCTV and personal radios for staff have been upgraded to improve reliability and safety. The security arrangements are well monitored, and reviewed regularly by the directors. This contributes to a safe and secure environment for young people.

41. The centre has a team of experienced duty operational managers (DOM). DOMs are on duty at all times to ensure that procedures to move and secure young people around the centre safely are followed and applied routinely. They carry out security and perimeter checks regularly to ensure the premises remain secure.
42. There are thorough emergency and contingency plans in place to address any significant incidents. Managers complete desk top drills to ensure that they and appropriate staff are familiar with emergency procedures to be followed. Fire drills are held regularly to ensure that staff and young people know what to do in the event of a fire. These drills occur at different times of the day, including out of office hours.
43. Staff are trained in 'conflict management' and 'restorative justice intervention' (RJI) to give them a greater understanding and enable them to work more effectively with challenging young people.
44. A safe and secure environment is routinely maintained for young people. The centre's health and safety policies and procedures are explicit and very robust. Staff are trained in security and to British Safety Council level one certificate in health and safety during their initial training course.
45. Security screening for visitors to the centre is thorough and all visitors are politely but carefully searched before entry. Any articles brought into the centre are carefully checked to ensure that contraband does not routinely breach the secure perimeter. Young people are advised about searches upon admission.
46. The centre has its own maintenance team who ensure that most minor repairs and maintenance tasks are completed quickly and efficiently. Young people generally do not have to wait very long for minor repair work to be done. The standard of repair and decoration across the centre is generally good.
47. Staff routinely promote and respect the privacy and dignity of the young people. Relationships between the staff and the young people present as generally good, and the staff use their training in interpersonal skills well to manage behaviour and encourage young people to comply. This reduces the risk of situations deteriorating to the point where the use of restraint is required.

## Helping children achieve well and enjoy what they do

### Education

#### **The provision is not judged.**

48. The head of education provided a range of documents and other evidence to confirm progress against the four recommendations made by education inspectors during the last inspection. However, no education inspectors were part of the team during this inspection. It has not been possible to verify impact for young people.

## Helping children achieve well and enjoy what they do

### Welfare

#### The provision is good.

49. Young people are encouraged to achieve and enjoy what they do. There is a wide range of activities and young people are consulted and involved in the design of both information and some activities.
50. Information for young people is presented in a series of postcard size cards, and can be revised or replaced individually as necessary. The presentation and format has been discussed with young people. The information contained in the information pack is now correct and up to date, having been reviewed and updated since the last inspection. Young people and staff are aware of the content of the information cards.
51. Information on the equal opportunities policy is available to young people and is presented in a more user friendly presentation. Some young people and some staff are not aware of the information, even though it is posted in all the living areas. The principles of the equalities policy is not used to maximum effect with young people. This remains an area of weakness.
52. The range of enrichment activities continues to be developed and provides a wide variety of physical, cultural, leisure and personal development activities. A strong network of partner organisations is being further developed. For example links have been made with a secure children's home in the area and some resources are being shared. Links have also been made with Kent County Council, who are prepared to share resources for young people with special educational needs. The range of activities and partnerships is commendable. These include sessions with the fire brigade and a local drama group. The range of activities for the Duke of Edinburgh Award continue to develop and the centre is in the process of having some of these accredited. The centre is considering ways of increasing accessibility to these activities for a wider range of young people. This recommendation is met.

## Helping children make a positive contribution

### The provision is good.

53. There was only one recommendation made under this outcome heading at the last inspection. This has been fully met.
54. A practice manager from the Youth Offending Service (YOS) team on site has been allocated to take the lead on issues relevant to young people remanded to the centre.
55. Clear guidance is now available for staff that explains the procedures to follow when a young person is remanded to the centre. The guidance explains what documents should be made available and their purpose. Standard template letters are also available to be sent to local children's services authorities, reminding them of their duty to plan for a young person remanded as a 'looked after child'. This is a positive development that ensures young people have their needs appropriately assessed and addressed.
56. Staff are following the procedures, but there are still some local authorities not responding appropriately in planning for young people and there is a delay in arranging 'looked after children' reviews. Reviews of remand placements taking place as required. Any concerns about planning by local authorities for young people remanded are raised with the on site Youth Justice Board Secure Estate Performance Monitor.

## Helping children achieve economic wellbeing

### The provision is good.

57. Young people are now better prepared for independent living in the community when discharged.
58. Positive initiatives are in place to improve the planning for discharge for young people placed at the centre. There is evidence of a greater recognition of the importance of resettlement, and a member of the YOS team has a lead responsibility to ensure resettlement needs of young people are met. New resettlement and life skills packs are in place on the residential units for work with individual young people, and a resettlement data base allows greater focus on the resettlement needs of young people from the day they are admitted and throughout their stay. Resettlement plans are introduced at initial planning meetings and are updated as part of sentence planning and each subsequent review.
59. A range of specialist work books are available to staff to introduce young people to life skills. Residential staff use specially prepared resettlement work books for key work sessions with individual young people assessed as needing support in this area.
60. The centre is liaising with external agencies to review and improve the discharge arrangements at the centre and to improve practice. Plans are in place to forge a partnership with a young people's charity to provide mentors for young people. The mentors will work with the young people at the centre and then continue to support them when they are discharged. This positive initiative is intended to supplement the support that the YOS team are able to offer currently.
61. There is a positive awareness across the centre of the need to prepare young people for successful discharge, and good arrangements and plans are in place to offer practical and educational support for independent living. The centre has an increased range of vocational activities available. These include classroom based study and some vocational training. The training is accredited where possible with external training agencies to ensure that young people gain a recognised qualification from their efforts where possible. Most vocational training is currently included in the educational curriculum.
62. Work experience available includes health and safety, food safety, literacy and numeracy, together with more specialised subjects such as hairdressing and sports leader award. There is limited opportunity for young people to undertake vocational work in manual trades, for example, building trades such as plumbing, bricklaying, or plastering. This shortfall in vocational activities and resources has been identified by managers, who acknowledge that further development of the site is necessary to achieve this. They also recognise the need for staff skilled and trained in this specialist area of work.

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63. There are imaginative future joint training sessions planned with external advocacy services to meet the resettlement needs of young people, and improve the insight, knowledge and understanding of the staff teams. This is a commendable initiative.
64. Funding has been agreed to replace all the young people's mattresses with newer, thicker and more comfortable ones. The order has been placed and delivery is awaited. Young people's beds will be more comfortable.
65. The design and facilities of the building means that the temperature in individual bedrooms cannot be successfully managed. Young people cannot alter the temperature in their own rooms, and staff have to request change to the bedroom temperature from the facilities manager, which can take time. Where possible, staff will try to meet individual requests subject to risk assessments. The centre is doing what it can to address the issue of temperature control without major financial investment. The result is that not all young people can have their room temperatures set at a level which is individually comfortable for them.

## Management

### The provision is good.

66. There were four good practice recommendations made under this outcome heading at the last inspection. All have been met.
67. The centre had periodically experienced high staffing vacancies and had at times found it difficult to attract applicants with appropriate experience and skills. A range of effective strategies have been devised to address the retention of staff at the centre. Recruitment processes have been reviewed to ensure staff are clearly aware of the challenges and demands of their role at the centre. The testing of potential candidates to verify their resilience when working in a challenging environment has improved.
68. The induction of new staff, after they have completed their Initial Training Course (ITC), has also improved. The evaluation of staff during their probation period is now being done more effectively and consistently. Staff have been having their progress reviewed each year, but this process has now been improved further with a new procedure. Team leaders have recently been subject to an Employee Development Review (EDR), which is a more detailed and formal appraisal and development process. They are in the process of being trained to carry out EDRs with training centre supervisors.
69. Young people benefit from a staff group that is relatively stable. The numbers of staff on shift over the summer has consistently been above the agreed minimum levels with the Youth Justice Board. The outcome is that young people have more adult attention, resulting in their needs being met more fully.
70. There is a detailed and effective absence management procedure in place and this is now being consistently implemented at the centre. Team leaders have received training to clarify their role in dealing with staff absence in the early stages of sickness or other absence. The impact of a more thorough monitoring and proactive intervention has meant there has been a recent small reduction in sickness absence.
71. Care staff are now receiving formal supervision on a regular basis, so that staff interventions and engagement with young people is more carefully planned. The target of monthly supervision is, for the majority of staff, being achieved. The quality of supervision is very good, with a clear focus on the role of staff as key workers with young people. There is also clear evidence of support and direction being provided by supervisors. Regular monitoring and auditing of supervision sessions is taking place and statistical evidence collected and shared with managers across the centre.
72. Care staff are now having regular opportunities for training and development. Team training days have been re-established. Each staff team has been

receiving training every three weeks since January. This training has been suspended for July and August due to annual leave commitments, but is shortly to recommence. The team development day's programme reflects a good range of training which includes suicide and self harm, health and safety, conflict management and the role of classroom assistant, which is an Open University accredited course.

73. Young people benefit from staff who are supported in their role and provided with direction and guidance, as evidenced by supervision arrangements.
74. Training has continued to be provided during the summer months to team leaders and residential service managers. They have received training in a range of human resource and staff management procedures. All of this is geared to providing support and direction to staff for whom they are responsible.
75. Care staff have opportunities to meet as a team every three weeks, using part of their team development days. During the summer months staff briefing sessions have been held at the end of day shifts. This has provided managers with an opportunity to ensure all staff are aware of issues and developments at the centre.
76. Procedures for the deployment of care staff have been reviewed and revised. Decisions about the deployment of staff when unexpected absences occur is now a more co-ordinated process involving residential service managers and duty operations managers. If staff need to be moved from one living unit to another, the needs and challenges of all the resident groups are taken into account and strategies agreed to deal with any unexpected events. Residential service managers and duty operations managers are working closely together to ensure the smooth running of the centre.
77. The safety and welfare of the young people and the staff working with them is carefully considered when unpredicted staffing absences or other events occur.

## Recommendations

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

- ensure that individual health care plans are in place for each young person (Being Healthy - Standard 3)
- review and clarify the recording of the removal of young people from association to ensure that it is appropriate and consistently recorded and included in performance management monitoring (Staying Safe - Standard 19)
- ensure that all young people have access to the centre's equal opportunities policy in a manner that they can understand (Enjoying and Achieving - Standard 2)
- consider the introduction of a wider range of vocational activities, to include offering more manual skills useful for young people when they are discharged from the centre. (Economic wellbeing - Standards 1 and 2)