

# Rainsbrook Secure Training Centre

Inspection report for Secure Training Centre

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<b>Inspection date</b>	12 October 2009
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<b>Type of inspection</b>	Key - announced
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## About this inspection

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

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

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

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

The last key inspection was carried out in November 2008 and a random inspection in June 2009.

A team of social care inspectors spent four days on site and two HMI education inspectors spent three days reviewing standards and the impact of the service on young people.

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

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

Good: this aspect of the provision is strong

Satisfactory: this aspect of the provision is sound

Inadequate: this aspect of the provision is not good enough

Not judged: this aspect of the provision was not judged

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## Service Information

### Brief description of the service

1. The secure training centre is one of four purpose built secure training centres that between them offer secure provision to young people across the country. Rainsbrook is managed by Rebound ECD which is part of the G4S Care & Justice Services Limited. The centre is one of three secure training centres managed by the group.
2. The secure training centre is able to provide up to 87 places for young people. During the period of this inspection 73 young people were in residence.
3. The centre is situated near Rugby. It offers secure provision to young people aged from 12 to 17 years who meet the criteria for a custodial sentence. Young people may be sentenced or remanded to the centre. It includes a more recent 'enhanced' unit for young women who are making significant progress, and a 'mother and baby' unit which opened in 2006. This unit includes a resource for three mothers and babies and crèche facilities for up to four babies. The day care provision at the centre was inspected by an Ofsted early years inspector during this inspection and found to comply in full with all the requirements of its voluntary registration.

## Summary

### The overall quality rating is outstanding.

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

4. This was a key announced inspection carried out in accordance with a service level agreement between the Youth Justice Board (YJB) and Ofsted. The standards used during the inspection were those agreed between the YJB and Ofsted, and included as 'Annex B' of the service level agreement.
5. The last full inspection was carried out in November 2008, with an unannounced inspection carried out in June 2009.
6. The organisational arrangements at the centre remain outstanding. The centre has a well established regime which manages very effectively to combine robust security arrangements with very good child centred care practice. There are very effective and thorough quality assurance systems in place which monitor all areas of practice across the centre. The management team provides clear and consistent guidance and leadership.

7. As the centre has developed, more staff are having planned positive contact with young people. For example, the catering staff have more direct contact, and are involved in sharing cooking skills with young people as part of life skills training. Although there are excellent safeguards in place, not all staff have had child protection awareness training. Staff training has been reviewed to ensure that all staff are now trained in child protection awareness.
8. The promotion of equality and diversity throughout the practice of the centre is outstanding. It forms an integral part of all policies, guidance and documentation and is successfully reflected in day to day practice. Information for young people is available in various formats and languages, and young people with a disability, such as, hearing impediment, learning or language difficulties are routinely provided with appropriate support.
9. Arrangements to keep young people healthy at the centre are outstanding. The centre has a new catering manager who has introduced positive changes and improved participation and consultation with young people. Young people receive a healthy and nutritious diet and there are very good measures in place to ensure that they have access to good medical and health care as a routine. Individual work to meet the health care needs of young people involves a multi-disciplinary approach linked to on-going and robust consultation with the young people to ensure that they receive the most appropriate care and support.
10. There are outstanding arrangements in place to keep young people safe. There is a close partnership with the local safeguarding team and Barnardo's advocacy service. Transparent, effective and well monitored behaviour management, complaints and safeguarding procedures are in place. Although behaviour management practices are transparent and child centred, the procedures which guide young people being invited to remain in their bedrooms with the door unlocked if they are unable for whatever reason to participate in activities or go to the dining hall, are not totally clear.
11. There are excellent arrangements in place for young people to enjoy an improving range of well-structured recreational and enrichment activities during their stay at Rainsbrook. These continue to develop to allow more young people to engage in clubs and structured activities. There is considerable demand from young people for activities, but some of these cannot be accommodated because not enough staff are trained to use and supervise specialised equipment and activities, for example, in the gymnasium.
12. The educational provision at the centre is judged to be outstanding.

13. There is outstanding provision at the centre to support young people to make a positive contribution. Good assessment, planning and review procedures are in place, and there is an increasing range of programmes available to help young people to address offending attitudes and behaviour.
14. Young people are helped to attend reviews, to contribute to their planning and to play an active and positive part in their reviews. Consultation with young people is embedded in the routines of the centre. Excellent key working arrangements are in place.
15. Arrangements to prepare and support young people for discharge to the community and meet resettlement needs are excellent. The centre has a dedicated resettlement worker, who works diligently to ensure that young people are well prepared for discharge or transfer and have appropriate arrangements in place. All sentenced young people are provided with a resettlement care plan, and life skills work is undertaken with young people throughout all areas of the centre.
16. There are additional and improving opportunities available to take part in work experience, paid work and the achievement of awards than at the time of the last inspection. These include more opportunities in the community. The use of release on temporary licence for young people to take advantage of these opportunities and gain increased benefits from community vocational and enrichment activities could be further developed.
17. The management team has successfully offered a consistently good and reliable foundation upon which the staff are able to offer stability and a high standard of care to young people. The organisational arrangements at the centre are judged to be outstanding.

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

The last inspection in June 2009 made recommendations related to:

18. The production of a strategic paper and action plan to articulate current activity and proposed developments relating to the implementation of the 14–19 curriculum. This recommendation was addressed and a strategic paper has been completed.
19. Liaison with the YJB to restore the quality of provision at the centre of a Connexions service to the level of January 2008. The recommendation was addressed and liaison with the Connexions service has resulted in an increased provision.

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20. Further development of the evaluation of the effectiveness of offending behaviour programmes to ensure that they engage young people consistently and effectively and are relevant to individual circumstances. This recommendation has been met.
  
  21. Liaison with the local authority designated officer (LADO) to ensure that staff from the centre are not asked to investigate allegations against other staff at the centre on behalf of the local authority. This recommendation was shared with the local authority and led to dialogue between the centre and the LADO. The LADO has clarified that the current investigation process for stage 1 investigations is in accord with the DCSF 'Working together to safeguard children' guidance in 2006 and does not require amendment. However, the concern that this might result in staff investigating colleagues and being potentially compromised remains.



## The effectiveness of the service

### Helping children to be healthy

#### The provision is outstanding.

22. A good awareness of culture and diversity issues is promoted through, for example, the imaginative use of food and multi-cultural menus. The menus provided are carefully balanced to support individual medical needs and enable young people to follow their cultural and religious beliefs.
23. Excellent arrangements are in place to ensure young people receive a varied diet of healthy and nutritious food. They also contribute to menu planning through meetings with the chef and a comments book in the dining room. There is effective communication and consultation with young people regarding the meals offered and they feel listened to and know they can influence the menu.
24. There are robust arrangements in place to ensure young mothers are able to plan and prepare meals for themselves and their babies. Meal times routinely include a good choice of main courses dishes each day, plus vegetarian options. Salads are always available as alternatives. Halal and vegetarian options are identified by the use of symbols on the menu.
25. Themed food days take place each month. Specific cultural day celebrations and regular taster sessions are used to encourage young people to try a variety of new food. This is an excellent example of how the centre encourages young people to value other cultures and promotes equality and diversity positively in every day practice.
26. The majority of young people state that the food is 'OK' or better. Regular monitoring of the quality and quantity of the food helps ensure young people receive a good service from the catering department. The catering staff work well with others across the centre to meet the needs of young people. They also provide a 'cooking club' activity on a weekly basis to introduce young people to basic cooking and food preparation. Young people report that they enjoy this activity.
27. The catering department also provides valuable vocational opportunities for appropriately risk assessed young people in the main kitchen. Meal times are pleasant social occasions when young people can relax and socialise with peers and members of staff. Movement to and from the dining hall is well managed and positive interaction between catering staff and young people is evident. High standards of hygiene are maintained in the unit kitchens and dining hall; young people contribute by cleaning the unit kitchens.

28. Robust systems are in place to assess the health care needs of young people on admission. Young people have access to a range of health care professionals to ensure their physical and emotional well-being is promoted. They have ready access to a GP, dentist, optician, substance misuse staff, general health advice, psychiatrist, psychologist and health visitor if required. Individual files are well organised and contain details of dental, optician, consultant and hospital appointments. Medication is securely stored within the home and nurses administer medication appropriately.
29. Excellent arrangements ensure young people are encouraged to make positive choices towards a healthy lifestyle. This is achieved in a variety of ways, for example, through the choices of food provided, by the sexual health advice given by nurses, the substance use and misuse service and PSHE and physical education in school time.
30. Good contemporaneous records are maintained of the administration of medication and staff are vigilant in booking medication in and out of the centre. There are comprehensive quality auditing systems across the health centre undertaken by internal staff and by external line management. Health and medication records are audited on a regular basis and named nurses oversee the 'in possession' medication provided to young people where they take responsibility for administering their own medication.
31. All young people have consent forms completed regarding medication administration, unprescribed medication and treatment. Young people are able, when assessed as safe and appropriate, to consent to their own treatment and to self administer their own medication. This practice acknowledges young person's rights and develops their self esteem and self worth. The medication and recording system is very well monitored and the likelihood of errors occurring is minimised.
32. A recently formed psychology department ensures that support for young people and staff caring for them is available and accessible throughout the centre. Information provided shows that the young people receive a good range of health care services from well qualified and experienced staff.
33. Senior staff at the centre are currently liaising with local Primary Care Trusts to ensure all relevant immunisations are provided for young people.
34. The multi-disciplinary approach to caring for young people continues throughout their stay and includes assessing vulnerability, planning for care, reviews and ongoing monitoring. There is an imaginative approach to caring and supporting young people with complex mental health needs and staff respect and consider cultural, religious and medical needs within the assessment processes.

35. Each young person is also assessed shortly after admission for substance use and misuse. The majority of young people feel the substance misuse sessions are interesting and make them think about what they might do in the future with one young person saying 'he would like to think he would not smoke anything when he leaves'.
36. The substance misuse staff maintain contact with external substance misuse practitioners and work effectively with others to stay up to date with research and current trends of substances taken by young people in the community. There is a wide range of substance misuse programmes and resources available to staff to help them meet the individual needs of young people in a way that is relevant to their learning style, age and understanding.
37. Effective support and information from the management team provide staff with an understanding of how to manage the presenting complex emotional needs and vulnerability of the young people they care for. A weekly suicide and self harm/anti-bullying team meeting provides an excellent mechanism to discuss, assess and review vulnerability, and to agree a management strategy. The strategies agreed are child focused and individualised with the intention of reducing the risk young people present to themselves or to others.

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

### The provision is outstanding.

38. There are excellent and efficient security systems in place which ensure that young people live safely in a secure environment.
39. The centre has highly explicit and detailed security procedures in place. All members of staff receive thorough training in security and are very well briefed to follow these procedures.
40. The centre's CCTV system has been further enhanced since the last inspection. It is now installed across the site and in communal areas. This supports clear procedures that help staff to ensure the safety of all at the centre and prevent young people from leaving without authority or appropriate supervision in place.
41. Robust procedures are in place to prevent any breaches of security. All staff are made aware of any event, behaviour or incident which may indicate a possible breach. Any such information is recorded and investigated to ascertain whether any further observation or rectification action is necessary.
42. There are good and comprehensive contingency plans in place to deal with security, fire or other emergency events. These are applied through excellent joint consultations and working practices with the fire service and monthly contact with the police service. Local community services and authorities are also consulted. Desktop exercises are undertaken on a regular basis along with practice fire drills and partial evacuations. This helps to ensure that staff and young people are aware of the actions to be taken should they become necessary.
43. Health and safety across the centre is dealt with effectively with a nominated responsible person who is assisted by an external health and safety manager. They ensure that up to date procedures are in place. All staff receive good comprehensive training in health and safety and the young people are encouraged and supported to undertake relevant accredited health and safety courses. Risk assessments are carried out in relation to all areas and daily events at the centre and staff are made aware of their responsibilities.

44. Very detailed written policies and procedures are in place to guide the searching and associated security procedures which apply to young people and visitors to the centre. Young people are made aware of how and why searches are to be undertaken. In accordance with the expressed philosophy of the centre, the dignity of young people is carefully respected during searches. This includes young people having the choice to be searched by staff members of the same gender. The director of the centre has incorporated recent YJB guidance related to full searches into procedures and has ensured that staff are aware of its contents and findings. The balance between promoting young people's and visitors' privacy and the need for appropriate supervision and security is well managed.
45. Young people are not locked in their rooms unfairly. Any removal from association is recorded and the records monitored. In the event of a young person being removed from a classroom, a separate record is made which informs the overall data collected and monitored. Appropriate observation by staff is carried out during any periods of removal and these individual checks are entered on the monitoring form. A written procedure is available to staff for guidance.
46. Some inconsistency of practice is evident related to young people who are not allowed to participate in activities or use the communal dining room as an approved sanction. In some cases they remain on the units whilst in others they are asked to stay in their rooms with the doors unlocked. As the latter is not a directed or elective single separation, it is not being recorded as a removal from association.
47. The care regime at the centre is highly structured in order to maintain discipline and good order wherever possible through the positive use of professional relationships between staff and young people. The pastoral needs of young people are given a very high priority. This is working very effectively. The staff teams are very well trained and familiar with the behaviour management policies and procedures in place. They clearly understand which sanctions and responses to unacceptable behaviour are permissible and when it is appropriate to apply them.
48. Staff members only issue sanctions for inappropriate behaviour by young people as a last resort. Negotiation and mediation are used routinely throughout the centre, along with the employment of restorative justice techniques. Any sanctions are recorded fully and are not used unfairly. On a few occasions the sanctions employed lack imagination and are not fully relevant to the misdemeanour. The number of sanctions used and their effectiveness and fairness are all evaluated as part of the quality assurance process in place at the centre. This information forms part of the performance data made available on a monthly basis to the senior management team.

49. Young people know that discrimination of any kind is not tolerated at the centre. There is robust monitoring of the ethnicity, culture and gender of all young people subject to behaviour management strategies to ensure there is no discriminatory practice. Risk assessments of young people's health and medical conditions are undertaken which inform behaviour management plans.
50. There is detailed information available for young people in relation to their rights and responsibilities. All literature is presented in a child friendly format and available within the living units. Staff members discuss and reinforce all information with young people.
51. A well-established incentive scheme is in place which recognises and rewards the individual positive behaviour of young people. The mechanics of the scheme are widely displayed around the centre and understood by young people. A unit incentive which provides a range of rewards is also provided on a weekly basis. The scheme is constantly evaluated to ensure that it is attractive to young people and they are able to experience movement through the levels.
52. Staff who may be required to use restrictive physical intervention receive very comprehensive training and regular mandatory refresher courses. Restraint only occurs when all other avenues including negotiation have been exhausted. Young people are not restrained inappropriately; all occurrences are comprehensively recorded, monitored and evaluated to ensure they meet with guidance and legislative requirements.
53. Rigorous procedures are in place to ensure that young people who arrive at the centre are accompanied by appropriate documentation. A monitoring form is completed and any shortfalls identified are followed up immediately. This helps to ensure that young people are not held inappropriately in custody and their welfare is protected.
54. There are excellent strategies in place to help keep young people safe and to offer focused support to those young people identified as being at risk of suicide or self-harm. Risk assessments are completed for all new admissions to the centre. These assessments include details regarding the risk the young person may present both to themselves and others. All newly admitted young people are closely observed and reviewed. Excellent practice is carried out to ensure that the assessments are regularly reviewed in a multi-disciplinary forum. All staff are informed about the vulnerability of young people and the arrangements made to ensure their safety. Very good support and supervision are given to all young people identified as exhibiting signs of potential risk.

55. There are excellent communication links with families and carers in place. Information regarding any significant events relating to a young person is shared, unless any restrictions on contact deem this inappropriate.
56. A highly robust complaints procedure which young people can access without the need to consult staff is available. Information about how the system works is made known to all young people and they are confident about using it. The procedure in place enables those who may have language or learning difficulties to state their concerns. All complaints received are acknowledged, investigated fully, monitored and responded to in extremely short timescales. Young people have the opportunity to discuss the outcome of all complaints with their case worker. This confirms that they are happy with the outcome. The procedure is extremely transparent and ensures young people are able to raise issues without fear.
57. However, it is possible that the local authority's practice of using qualified social work staff from the centre, who have been trained in child protection, to undertake investigations relating to staff members, may compromise them should further action be required. This does not detract from the fact that management at the centre ensures all allegations are fully investigated, documented and then monitored, promoting fully the safety of young people. There are regular liaison meetings held with child protection services to ensure practice continues to protect young people.
58. Independent advocates who visit the centre are able to access freely all areas and meet the young people. During visits, all young people are asked if they would like to see the advocate. Lines of communication are well established to enable advocates to feedback any issues to the centre management who in turn will direct an advocate to a young person who they feel may benefit from contact. Young people are also able to have unrestricted access to external help lines, for example 'Childline,' by telephone.
59. Effective systems are in place to protect young people and ensure their safety. There is a clear safeguarding procedure in place which has been agreed with the Local Safeguarding Children Board. Any allegations are referred to the local authority immediately and advice from the LADO is sought. Any evidence gathering or initial investigation carried out internally is done so robustly and transparently. Wherever possible the centre will include an external professional in any initial investigation.

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60. All staff who undertake day to day caring duties for young people receive child protection training which is refreshed on an annual basis. There are some ancillary staff at the centre who previously would not have had contact with young people but who may now do so due to improved opportunities for young people to have work experience within the centre. Although supported by care staff at all times, not all of these staff have undertaken formal child protection awareness training.
61. Young people are protected from bullying effectively. There is a well publicised 'zero tolerance' approach to any instances of bullying at the centre. Written procedures are available for guidance and these include information relating to the possible use of restorative justice to modify behaviours. Information regarding issues which may arise around the understanding of differing cultural or religious backgrounds is widely distributed within the centre. The statement of purpose and guides available to young people set out fully the centre's approach to bullying and expectations of conduct.



## Helping children achieve well and enjoy what they do

### Education

#### The provision is outstanding.

62. Achievements and standards are outstanding. Young people are enabled to gain qualifications in all of the subjects they study. All young people leaving Rainsbrook do so with some form of recognised qualification and almost all gain substantial qualifications in the key subjects of literacy, numeracy and information and communications technology (ICT). More able young people take GCSE qualifications in mathematics and individual sciences. In 2008/09 GCSE results were outstanding for modular examinations and included many high grades of A\* to C. Young people taking vocational courses also achieve exceptionally well. In hairdressing and beauty therapy seven young people successfully completed a full National Vocational Qualification (NVQ) and many more gained valuable units of accreditation.
63. Whilst accreditation through very short programmes of study is appropriate for some young people, it is not relevant to all as it provides insufficient challenge.
64. Young people are justifiably proud of the standards of work they achieve. The quality of artwork is outstanding; it is displayed across the centre and has achieved many national awards. Young people's work in mathematics is presented well in exercise books. Young people take part enthusiastically in high quality discussions and they are very confident in using ICT, including the internet, to improve their learning.
65. Young people's behaviour is outstanding. There is very little use of bad language and any young person who does use it is challenged appropriately and effectively. Relationships between young people and staff are relaxed and professional and based on mutual respect.
66. Young people consistently arrive on time for lessons. Attendance is very good and any absences are followed up quickly and robustly.

67. Teaching and learning are good. Staff manage the behaviour of young people and the environment successfully to promote a positive culture of learning. Lessons are purposeful, well planned and delivered at a challenging pace. Teaching methods and styles are diverse and used effectively to support young people with different levels of ability and motivation. However, some inconsistencies exist in how and whether teachers attempt to engage those young people who are less motivated. In some lessons interactive whiteboards are used skilfully to encourage participation. High quality engaging and stimulating discussions take place between teachers and young people. Most young people ask and respond to challenging questions posed by teachers and other young people in the classroom. Work completed by young people is displayed on classroom and corridor walls, and demonstrates the high standard of work that many have achieved. Each classroom is well resourced to support learning activities.
68. The range of courses available to meet the needs of young people is outstanding. Subjects on offer are based appropriately on an adapted version of the national curriculum with a strong focus on literacy, numeracy and ICT. Young people's health and enjoyment are also enhanced by daily PE lessons. Some vocational courses such as hairdressing and beauty therapy and leisure and tourism are on offer but more vocational courses would be beneficial in helping more young people gain skills and knowledge in a broader range of vocational areas. Some young people follow work experience programmes within the centre in areas such as the kitchens, the sports hall and in the design and technology workshop. Young people also access timetabled lessons in the library. A good range of practical subjects such as cookery, art, design technology and music enables young people to gain valuable skills and accreditation. The 14-19 curriculum (fundamental skills) has allowed a revision of the courses that are offered to young people and has provided greater opportunities to provide for entry to employment (E to E).
69. GCSEs are available in core subjects for more able young people and these provide valuable continuity for those young people who were taking GCSEs prior to entering custody.
70. The curriculum is enhanced by regular input from external partners. For example, young people work with peers from a local independent school on a reading and drama project. Ex-offenders also visit the centre to talk about their experiences of adult custody and its negative impact on their lives. A paramedic provides practical first aid training which complements the British Safety Council courses very effectively.

71. The quality of guidance and support is outstanding. Induction is planned well and arrangements for the initial assessment of young people's literacy and numeracy needs are timely and effective. Young people are given very good support to meet their needs. Assessment data show most young people improve significantly their literacy and numeracy abilities during their time at Rainsbrook. Target setting is highly effective in supporting young people to progress and develop. Targets are reviewed regularly through tutorials, and used aptly to inform both individual education plans and teaching plans. The monitoring of the progress young people are making is comprehensive and valuable in providing them with documentation for future use.
72. Individual support from teachers, learning support assistants and care staff is very good. Working arrangements are collaborative, and information is shared in a meaningful way between groups of staff to ensure all activities that the young people are involved in are well planned, communicated and executed, for example, detailed reports and informed review meetings. One to one support by staff in the classroom is particularly effective.
73. Support for young people from other services makes a significant contribution. For example, the support provided by psychology services is highly successful in helping vulnerable young people attend education classes and to gradually increase and sustain their participation. Contribution to careers advice from the Connexions service has now recommenced for two days per week, and is beginning once again to prepare young people appropriately for resettlement.

## Helping children achieve well and enjoy what they do

### Welfare

#### The provision is good.

74. Young people are well supported to address their offending behaviour and improve their knowledge and skills through recreational and enrichment activities.
75. There are very positive initiatives in place at the centre that encourage young people to establish close and positive links with the local community at a number of levels. Students from Rugby School support young people with their education, prisoners from a local prison support young people to stop offending, and there are increasing opportunities for young people to gain confidence and experience from community placements. Other links have been formed with the YMCA, the 'Broken chain' music group, the Faith Tabernacle Gospel Choir and the fire service.
76. Young people are routinely consulted and encouraged to participate in the planning and development of the activities programme through regular meetings with the centre's youth worker. Some of the activities, for example, the Duke of Edinburgh Award scheme, offer accredited qualifications for those young people at the centre. Vocational qualifications are also accessible to young people for some activities, for example catering.
77. The care team is skilled and able to support young people to gain the benefits of these activities. Although the number of staff trained to offer supervision and support to young people engaged in supervised activities has significantly increased since 2008, plans for future development of some activities will depend upon more staff becoming trained and appropriately qualified to supervise them.
78. The range of activities on offer promotes physical and emotional enjoyment. The young people engage with staff and their peers in recreational pastimes that help them develop a range of interests to improve self confidence and offer a diverting alternative to getting into trouble. They are offered a choice of structured and unstructured activities every day of the week that include recreational and educational pastimes. They have the opportunity to pass their time at the centre positively and build on individual skills.
79. The activity programme and the routines of the centre allow young people the opportunity to spend time outside in the fresh air routinely every day. The leisure and recreation activities aid in the development of physical health and an active lifestyle.

80. Young people are actively supported to practise their religious faith and individual beliefs. They are encouraged to celebrate diversity and to show healthy interest and understanding to those of different cultures or who may have different beliefs from them.

## Helping children make a positive contribution

### The provision is outstanding.

81. Young people's needs are comprehensively assessed by a highly qualified multi-disciplinary group of staff. Thorough initial assessments routinely identify the individual and diverse needs of each young person. These are reviewed throughout the young person's stay at the centre.
82. Early assessments advise the initial planning meeting, which quickly address the presenting needs identified and agree a sentence or remand plan. Detailed care and management plans identify how needs will be addressed and by whom. A key worker and case manager are allocated to each young person at the point of admission. The case manager ensures that actions agreed at planning meetings are implemented and the key worker undertakes planned work with the young person on a regular basis.
83. The assessment and planning procedures very effectively enable young people and their parents or carers to contribute their views and influence decision making. Statutory review and planning meetings are professionally and skilfully managed by youth offending service staff at the centre. The meetings are child centred and practice in this respect is exemplary.
84. The progress of each young person is closely monitored and reviewed at weekly multi-disciplinary forums which inform interventions. There is a wide range of specialist forums at which individual young people are discussed, for example, the complex case review meeting and substance misuse forum. These meetings thoroughly monitor and evaluate progress with young people and develop specific strategies to meet their complex and changing needs.
85. Staff effectively ensure that parents or carers are kept informed of any issues relevant to their child, including progress made. This was repeatedly confirmed by parents spoken with during the inspection and others who completed the pre-inspection survey forms.
86. There are very well established and successful procedures in place to support young people to maintain constructive contact with their families and those important to them.
87. The ability of staff to develop positive relationships with young people is seen as being fundamental to practice at the centre. Young people are relaxed and comfortable with staff and are fully aware of what they can expect of the adults caring for them. Young people say they are well supported by staff who get to know them as individuals and assist them throughout their stay. Practice in this respect is excellent and enables a good child focused professional service to be delivered.

88. There are excellent admission and induction procedures that ensure detailed information is made available to young people about their rights and the expectations of the centre. This information is available as required in English and other languages and in 'widget' form for those young people who may have a learning disability or for whom English is not their first language.
89. The centre has very good procedures in place to ensure that young people with a disability such as hearing impairment, learning or language difficulties are consistently provided with appropriate support. These procedures are well known and used by the staff teams.
90. The centre is excellent at promoting and celebrating young people's diversity. A child-friendly young person's guide explains the importance of equal chances and understanding diversity. Young people are made aware that the centre's aspiration is to ensure maximum opportunities for all young people to achieve their full potential in all aspects of their daily life at the centre.
91. Consultation with young people is excellent. Young people's views are continually sought in a wide range of the centre's activities. These include participation in a number of meetings they are invited to attend, and through the admission and exit interview process. A number of practices at the centre have changed as a result of seeking young people's views. These include improvement to menus, changes to the booking for enrichment clubs, jobs at the centre which young people can apply for, and food preparation by mothers for their babies.
92. Opportunities for young people to address their offending behaviour and attitudes about a wide range of issues are excellent. Young people are helped to gain an understanding of how to manage the issues that brought them into a custodial setting and to understand the consequences for their actions. The packages developed to help young people understand racially motivated crime are particularly commendable.
93. A considerable amount of time and effort has gone into reviewing and revising the offending behaviour programme (OBP). A detailed review has been undertaken and a proposal produced that radically changes the way in which OBP is delivered. As the way in which these programmes will be delivered is different from the present process, this is a contractual change and requires ratification from the YJB. The proposal is currently with the YJB and although they have sought further clarification, the YJB has not yet confirmed approval of the new arrangements.

94. Most formal OBP sessions take place at the end of the school period. Young people have for some time expressed dissatisfaction with this arrangement and these sessions. They describe them as 'boring and meaningless'. The centre has plans to end this arrangement, provide more OBP sessions during the weekend and include more individualised and group activities to focus on offending behaviours and attitudes, subject to YJB agreement.
95. Although a major revision to improve OBP is planned, there are a number of very positive improvements and additions to the programme already in place. These include visits to Rye Hill prison and subsequent encounter groups, and work designed to prevent violent extremism known as 'violence is not the only choice'. There has also been an increase in the number of specialist intervention sessions young people attend with staff from the psychology, substance misuse and youth offending service departments.
96. Care staff in their role as key workers also make a significant and well recognised contribution in work with young people to address their behaviours and attitudes. They have easy access to a wide range of resources to use in their intervention work with young people.
97. Robust mechanisms are in place to monitor the effectiveness of offending behaviour interventions with young people. The centre is aware of the shortfalls in the current structure and is therefore seeking a completely different approach, although the improvements already made are excellent.
98. Very positive efforts are made to measure the impact of interventions with young people, who are encouraged to share their views about all aspects of the services at the centre. This is done through regular weekly evaluation of OBP sessions, feedback from the encounter groups and individual sessions, and through the exit interviews carried out with each young person.



## Helping children achieve economic wellbeing

### The provision is outstanding.

99. Young people are very well supported to prepare for discharge back to the community or transfer. There is a very good and improving range of life skills and vocational programmes available to help them prepare for future education, training or employment. These are very well supplemented by good support from staff and routine opportunities to learn how to plan and prepare meals. They also take responsibility for keeping their personal living spaces clean and tidy as part of their life skills development.
100. The centre tries very hard to ensure that all young people have appropriate education, training or employment programmes in place for when they are released to the community or transferred to other placements. This is enhanced by improved support from the connexions service and excellent multi-disciplinary working.
101. Some highly positive initiatives are in place to support young people and equip them to enter employment with suitable skills and experience that will enhance their likelihood of success. These initiatives have opened up a further range of possible developments that might be introduced to improve the support available, for example, enhanced or '16+' units for boys, and more highly developed vocational opportunities.
102. There are excellent assessment, planning and review procedures in place. These ensure that any resettlement issues identified and including in training plans are thoroughly assessed at initial reviews. Assessments and resettlement plans are then evaluated and updated at each subsequent review to ensure they remain appropriate and meet the young person's needs. Any changes in the young person's situation are clearly reviewed and recorded to ensure that planning, intervention and multi-disciplinary working are effective.
103. Young people's youth offending team workers and social workers are actively encouraged to be fully involved and participate in the development, review and improvement of training, care and resettlement plans. This is from the point of admission and during each subsequent review.
104. There are very clear and explicit arrangements in place to remind local authorities of their obligations and to take appropriate steps as necessary to encourage them to meet their legal obligations towards young people. This ensures as far as possible that robust arrangements are in place for the young person to be discharged to appropriate accommodation, and to full time or further education, vocational training or work.
105. The centre has a very clear and beneficial commitment to the use of carefully assessed and agreed 'release on temporary licence' or mobility.

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It is used safely but imaginatively to assist young people to prepare for release or transfer. There are outstanding improvements in its use to help young people reintegrate into community life and improve their education as part of their individual training plans. For example, young people are able to take part in activities to challenge offending behaviour, regain skills, for example shopping, or learn new skills, for example working in the YMCA shop. This same level of improvement has not yet been sustained for vocational activity in the community.

## Management

### The provision is outstanding.

106. Rainsbrook STC presents as a stable, settled and well managed organisation. The management roles and expectations are clearly defined and the director and his senior management team maintain the centre's very high standards. The centre has a clear and well-understood sense of purpose and reflects a strongly ingrained child-centred value base. Mutual respect between staff and young people is consistently apparent.
107. The director and his senior management team have settled into their respective roles following significant changes last year. There have also been some recent absences in the middle management tier in the residential service. Any gaps are immediately covered by suitably competent people stepping in to these management roles. The senior and operational managers have once again successfully maintained stability during a period of change.
108. The senior management team has been strengthened further by the appointment of a head of psychology. Changes to the team leader role have embedded well, and further strengthened the effective management of the centre.
109. Leadership and management in the education centre are good. The very positive learning environment evident during the last inspection is being maintained for both young people and staff. The strong ethos of teamwork is evident in a group of staff who are responsive, committed and motivated. Teaching staff work in structured ways which are highly embedded and promote stability. Teaching staff take ownership of their work and are very effective in communicating and sharing information. Policies, procedures and practices in the education centre are well established and clearly focused on improving practice. Some teaching staff have taken on additional roles and responsibilities to cover the long-standing vacant positions of head and deputy head of centre. This has been highly effective in maintaining the exceptionally positive outcomes for young people.
110. Training for teaching staff did not develop as quickly as for their colleagues in other departments during the last twelve months. Although equality and diversity are strongly promoted across the centre, it has not been part of formal training for teaching staff. Similarly mental health and safeguarding training was not updated. This training has now been put into place. Teaching staff are aware of the safeguarding procedures to follow, and are always accompanied by care staff who are highly trained in child protection matters. Young people report they feel very safe in the education centre.

111. The centre has a well integrated multi-disciplinary approach to the care and control of the young people which is supported through a range of strategic meetings. These address very thoroughly all aspects of the centre's functioning and ensure that each of the disciplines is able to contribute fully.
112. There are efficient and effective systems in place to ensure excellent communication across all departments. Particular efforts are made to ensure night care staff are kept well informed and included in all developments at the centre.
113. Quality assurance and performance management systems are well established, robust, and inform service development and delivery. Although the quality assurance manager retired last year, his replacement has ensured that quality assurance and performance management systems remain highly effective.
114. Quality improvement is a key driver for success in the education centre. Very frequent staff and handover meetings ensure that all issues and potential problems are addressed and managed in a timely and appropriate way. Data and information are analysed to inform action planning and decision making. Self-evaluation is largely accurate in identifying strengths and areas for improvement. However, the process is not inclusive of teaching staff and the report is not shared with them.
115. Management and leadership of the centre are outstanding and reflect an ambitious senior management team who is determined to maintain what works well and improve any areas that are deemed less so by relevant stakeholders, including young people. The centre and its partners clearly form a 'learning organisation' that continually reviews and evaluates practice and procedures to attain improvements for young people.
116. Each of the departments at the centre has a well written and detailed development plan that is regularly reviewed to ensure it reflects the targets and objectives of the service. Young people benefit from an establishment that is clear about its aims and objectives and places them at the centre of planning and delivery.
117. The centre is very well supported by an external manager who is actively involved in the ongoing development of the service. The managing director for children's services within Rebound visits the centre frequently. He meets with young people, their parents and visiting professionals. He also meets with staff and monitors records. His monthly visits and subsequent reports provide an additional quality checking process which ensures a high standard of service for young people.

118. Staff across all departments are well supported by their respective managers and the centre's senior management team. The centre's positive attitude to equality and diversity is reflected in the excellent support for staff who have experienced health problems.
119. Staff receive regular formal supervision and have their progress and development regularly appraised. The frequency of supervision particularly over the summer months when leave is taken is a notable achievement. There is a consistent and effective audit process in place to monitor frequency and quality of supervision.
120. All staff are subject to appraisal through the organisation's employee development review and a clear individualised development pathway plan is devised. However, the process for highlighting individual training needs with the training department is informal, usually as a result of the supervisor contacting the training officer. Some supervisors are more systematic in their approach to this than others.
121. Training and development continue to be a high priority at the centre. The commitment to staff training and development, including professional training is commendable. A large number of staff are participating in social work professional training, post graduate training, diploma in counselling and a wide range of other courses. Positive developments have been made recently in the implementation of NVQ at level 3 in youth justice training. Five staff have achieved this accreditation and a group of nine staff are about to commence their training. The five staff that have completed this have also embarked on their assessor qualification.
122. The centre also actively supports social work training by offering social work students placements with the youth offending service team at the centre. This has led to some students successfully obtaining full time posts with the company upon graduation.
123. A volunteer mentor supports young women placed in the centre's mother and baby unit during their placement and in the community once released. The centre has supported this initiative to enable these young women to have a consistent support that extends beyond the centre.
124. All newly appointed custody officers must complete an initial training course (ITC) which lasts for over seven weeks. The ITC is routinely reviewed and regularly updated to include emerging best practice. For example a recent focus has been given to further developing staff competencies in restorative justice techniques. There is ongoing assessment of their competencies to ensure that they reach the required standard during the six month probation period. All new staff complete the induction package within the first six months. Newly trained staff are now allocated peer mentors to support them when they commence working with young people.

125. There is a good awareness of the importance of succession planning and opportunities are made for secondment and shadowing experiences for staff with middle and senior managers. Nursery nurses also have opportunities to spend time in resources in the community to keep up to date with developments in the field of early years.
126. Effective records are maintained and systematically monitored, including those that reflect the work undertaken with young people. Any shortfalls are consistently addressed by managers.
127. Rebound continues to have well established stringent recruitment and selection procedures in place, and successfully manages to attract and retain suitably experienced and qualified staff. Efforts are made to ensure a balance of skills, gender and ethnicity within the staff group. Commendably, young people are involved in the selection of staff applying for promotional opportunities within the centre.
128. The promotion of equality and diversity at the centre is outstanding. There is an integrated approach to developing equality and diversity awareness for staff and young people across the centre. It is interwoven into every day practice, policies, guidance and documentation, with staff and young people feeling their views or needs are respected.
129. Young people's individuality, dignity, cultural and racial heritage are valued and promoted. They are supported to practise their faith and observe their religious and cultural identities by a staff team which itself is culturally diverse and provides positive role models. Young people with a disability or difficulties are routinely provided with appropriate support.
130. Equality of opportunity is particularly well promoted through a wide range of activities in the centre including education. Some of these match events in the year, for example, 'black history week', breast cancer awareness sessions, and a focus on disabilities. Discriminatory behaviour of any kind is challenged, and there is a clear focus on respect for staff and other young people.
131. Detailed information is available for young people and this is produced in a DVD, or 'widget' format. Young people's information packs are provided in at least 11 different languages.
132. Parents or carers receive a detailed information pack, which provides them with information about what they and their child can expect from the centre. This is sent to them within 24 hours of the admission of the young person. Staff also ensure that parents understand the information sent to them.

133. Further efforts have been made to 'soften' the residential living areas, to create a more homely and less institutional environment. The efforts have resulted in more comfortable and relaxed living areas for young people. This has been done without compromising the requirement to maintain safety and security.

## Recommendations

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

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| ▪ ensure that procedures related to the management and recording of episodes of young people being invited to remain in their room with the door unlocked are appropriately clear (Staying Safe, Standard 8) |
| ▪ ensure that staff from all departments within the centre who may have contact with young people undertake child protection awareness training (Staying Safe, Standard 29)                                  |
| ▪ ensure that sufficient staff are appropriately trained to offer supervision and support to young people engaged in specialised recreational activities (Enjoying and Achieving, Standard 6)                |
| ▪ review the use of release on temporary licence to improve opportunities for young people to engage more fully in community vocational and enrichment activities. (Economic Wellbeing, Standard 11)         |