

Rainsbrook Secure Training Centre

Inspection report for Secure Training Centre

Inspection date	7 August 2007
Lead inspector	Ian Dickson
Additional inspector(s)	Gwen Buckley
Type of inspection	Random – announced
Type of registration	Secure Training Centre

Service address	Rainsbrook Secure Training Centre Willoughby, near Rugby, Warwickshire, CV23 8SY
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About this inspection

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. Rainsbrook secure training centre (STC) is managed by Rebound ECD which is part of the corporate Global Solutions Limited (GSL) Group.
2. Rainsbrook STC is situated near Rugby. It offers secure provision to young people aged from 12 years to 17 years who meet the criteria for a custodial sentence. Young people may be sentenced or remanded to the centre.
3. Rainsbrook is one of four purpose built secure training centres that between them offer secure provision to young people across the country.
4. The centre was originally designed to house 40 young people, but this maximum number was increased to 76 following completion of a major extension in June 2002, and to 87 following the opening of the new female enhanced unit and the mother and baby unit (MBU) in 2006. This new unit included a resource for three mothers and babies on the ground floor, an enhanced unit for young women on the first floor, and crèche facilities for up to four babies.

Summary

5. This is an overview of what the inspector found during the inspection. No overall quality rating was awarded after this random inspection. This was an unannounced random inspection of Rainsbrook secure training centre.
6. The purpose of the inspection was to provide assurance to the Secretary of State that the secure training centre provides an environment that promotes the safety and welfare of young people and that will help prevent children and young people offending in the future, and in particular that:
 - The safeguarding of children and young people is effective;
 - programmes exist to tackle offending behaviour and meet the citizenship and resettlement needs of children and young people;
 - the performance of the secure training centre provider meets the quality of service expected in the inspections standards included under Annex B to the service level agreement for inspection between the Youth Justice Board and Ofsted;
 - 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; and
 - the individual needs of children and young people are fully assessed and there are plans for meeting them as far as possible.
7. The last inspection was carried out by inspectors from the Commission for Social Care Inspection (CSCI) and HMI Ofsted in October 2006. The inspection identified 10 recommendations. These were reviewed as part of this inspection.
 8. This inspection was carried out by two secure estate inspectors. It was confined to a review of the progress that the centre has made in meeting the recommendations made following the last inspection.
 9. Rainsbrook STC continues to offer a high standard of care. Significant progress is clearly being made by the centre in addressing the recommendations of the last inspection. Although some work is yet to be completed, progress is being made within the time scales the centre has set for their completion.
 10. The centre continues to offer a safe and caring secure environment for young people to live.
 11. The managers and staff team present as child centred and are careful to ensure that young people receive good quality individual care. This explicit value is reflected in the policies, procedures and practice at the centre.
 12. Young people speak highly of the staff who support them, and the overall atmosphere in the centre is positive.

What has been improved since the last inspection

13. The last inspection in October 2006 recommended that:

- the Director should ensure that the detailed statement of purpose is accessible to all staff at the centre;
- the Director and the Youth Justice Board (YJB) should review the use of the titles of training assistants and training supervisors to reflect more adequately their roles, with a view to influencing the recruitment of staff;
- the Director and the YJB should review the centre's vocational and trade training provision, and its preparation of young people to cope successfully in the community when they are discharged;
- the Director and the YJB should review the way the centre assesses and approves care programmes for young mothers with babies placed at the centre;
- the YJB should review the role of the independent visitors from the advocacy service "Voice" to enable them to offer a more proactive approach to their role, so they might be more aware and available to represent young people more fully, particularly in the arrangements for their return to the community;
- the Director should prepare a contingency plan of guidance for staff to assist the staff with the use of 'physical control in care' (PCC) for the purposes of maintaining good order and discipline;
- the Director should clarify the recording and management of single separation;
- the Director should ensure that the recording of complaints is improved to include greater detail of outcomes;
- the education contractor should develop further vocational options; and
- the education contractor and STC management should improve overall planning and co-ordination of the education and offending behaviour programmes

14. The managers and staff have worked hard to improve and to meet the recommendations of the last inspection in October 2006. Most of them have been addressed completely or are on schedule for completion.

15. The last inspection report includes a recommendation that the YJB review the role of the independent visitors from "Voice" to enable them to offer a more proactive approach to their role. This is to enable them to be more aware and

available to represent young people more fully, particularly in the arrangements for their return to the community.

16. The inspection report also recommends that STC staff, and in particular, case managers should equally be proactive in alerting Voice to those cases where their intervention would be helpful.
17. The Director's says that review of the advocacy service would assist the advocates to be more proactive and direct in their representation of young people. However, he acknowledges that this remains a matter between the YJB and Voice.
18. The centre is emphasising the positive use of interpersonal relationships to resolve conflict with and between young people, and training staff in appropriate techniques to enable this. The use of physical restraint in the 12 months prior to this inspection has declined from the previous year. This is an encouraging trend.
19. The complaints procedures and child protection procedures are improved, and there are clear plans in place to improve vocational and life skills support for young people
20. The young people say that they are well treated by the staff team and that they feel they are being helped.
21. Rainsbrook STC continues to present as a learning organisation that is determined to improve its services for the benefit of young people.

The effectiveness of the service

Helping children to be healthy

The provision was not judged.

22. No recommendations or areas for development related to 'being healthy' were identified at the time of the last inspection, and no quality judgement was made. Accordingly, none will be made following this inspection. A quality judgement will be made following the next key inspection.

Protecting children from harm or neglect and helping them stay safe

The provision was not judged.

23. This outcome heading was not inspected in full. Only issues identified at the last inspection were addressed. No quality judgement was made following the last inspection, and none will be made following this inspection. A quality judgement will be made following the next key inspection.
24. 'Voice', an independent advocacy service, is contracted with the Youth Justice Board (YJB) to visit young people placed at Rainsbrook to support and represent young people.
25. Advocates meet with the young people regularly, but may only raise an issue with staff on their behalf if requested. An advocate from 'Voice' was seen as part of this inspection.
26. She and her colleagues visit each unit weekly, and she is satisfied that she is given unrestricted access to the young people. Advocates attend young people's reviews and offer them support if they request it. They will represent young people if they have issues with the centre or with the placing authority. This sometimes involves concerns over resettlement issues and arrangements following discharge. However, the advocate may not represent the young person with the placing authority without their prior consent even when the young person might benefit from such help.
27. The staff and advocate agreed that sometimes the young person may not know that they have a problem. However, it is not part of the advocate's current contracted role to offer advice and guidance unless asked by the young person to do so.
28. Cooperation and support for the advocate from members of staff is considered to be routinely good.
29. Following the last inspection, the Director was asked to prepare guidance for staff to advise them about the use of 'physical control in care' (PCC), the authorised means of restraint, for the purposes of maintaining good order and discipline. Following legislative changes in July, the centre are now permitted to use appropriate restraint for this purpose.
30. The head of care and his management colleagues confirmed comments made by staff across the centre that the use of PCC for the maintenance of good order had been rare. The staff team routinely use persuasion, negotiation and positive relationships with young people to gain compliance. None of the PCC recording seen identified the maintenance of good order as the primary reason for its use.

31. Staff remain optimistic about their ability to manage challenging behaviour of young people without early recourse to restraint, and there are commendable training initiatives in place at the centre to improve their interpersonal skills. For example, the training schedule for staff for 2007 includes 'Jigsaw' training. This training is designed to improve the quality of individual key work that staff may do with young people. Staff are also offered training in negotiation skills and group work training to enhance their interpersonal skills.
32. Information provided by the centre's quality assurance and information officer shows an overall downward trend in the use of PCC and single separation of young people.
33. The Director was asked to clarify the recording and management of single separation following the last inspection. The centre's action plan states that the single separation is being monitored through a range of meetings and records across the centre.
34. The action plan shows that by December 2007, all staff will have a clear and precise understanding of the recording mechanisms and the use of single separation of young people.
35. Records on the residential units and comments made by staff suggest that staff continue to record all occasions when young people are separated from the group, including when they elect to withdraw themselves. Discussion with staff across the units suggest that not all staff share the same clear understanding of what constitutes elective separation as yet. There remain members of the team who consider that if a young person walks to their room quietly and without fuss when directed to do so, this is elective separation. Others identify this as directed separation. Clearly, this may affect the recording of single separations.
36. Following the last inspection, the Director was asked to improve the recording of complaints to include greater detail of outcomes. Young people spoken with and the Voice advocate say that complaints are addressed quickly and thoroughly, although some young people do not agree with the outcomes.
37. Some modifications to the complaints procedure have been made in order to make it easier to audit and to track progress and the system allows the young people to use various ways to make their complaint. Young people may complain verbally, in writing, or through the advocacy service 'Voice'. The action plan says that this process has been in operation since January 2007.
38. The complaints procedure is intended to provide an auditable and transparent procedure, giving greater satisfaction to the young person and more successful outcomes for both the young person and Rainsbrook.

The centre has developed its safeguarding children policy and procedures further to reflect the changes introduced following the guidance 'Working

together to safeguard children 2006 (A guide to interagency working to safeguard and promote the welfare of children)'.

39. The centre has received 15 child protection referrals from young people at the centre since 1 January 2007. These are recorded appropriately and show a positive, transparent and close working relationship with the local safeguarding children team. It is commendable that the centre routinely invite a principal social worker independent of Rainsbrook to view CCTV evidence when allegations are made against staff. One of the 15 child protection referrals resulted in internal disciplinary action being taken against a member of staff.
40. Young people routinely relate positively to staff on the residential units, and a friendly atmosphere is evident. Staff routinely use positive professional relationships and good humour to persuade young people to comply with request and instructions. Young people report that they are usually fairly treated by staff and find the staff helpful and sensitive to their needs.
41. The centre keeps a record of compliments received, and young people are encouraged to share their views through meetings on the units, key work sessions and the complaints system as appropriate. The centre does not have a system of 'exit interviews' for young people as part of its quality assurance system.

Helping children achieve well and enjoy what they do

Education

The quality of education was not judged as part of this inspection.

Helping children achieve well and enjoy what they do

Welfare

The provision was not judged.

42. This outcome was not inspected in full and no judgement was made following this inspection. Issues identified under this outcome heading at the last inspection were inspected. Recommendations made following that inspection were followed up. Recommendations related to educational provision were not reviewed, although the head of education did offer an update on progress to date. HMI will review these recommendations in full at the next inspection.
43. One recommendation specifically relates to the centre being able to carry out parenting skills assessments of the young mothers placed with them in the mother and baby unit (MBU). The MBU currently provides a crèche/day care facility for babies whilst the young mothers are in education. When not in education the young mothers have responsibility for their own children.
44. The centre has submitted an action plan that will determine by December 2007 whether the MBU will apply to register as a residential family centre (RFC). This will have an impact on the content of care programmes that the centre may offer young people placed on the MBU.
45. Funding is agreed to train staff in the MBU so they may be recognised as qualified and competent to work in a residential family centre.
46. There is further consultation planned to take place before the final decision whether to apply to register the mother and baby unit as a residential family centre is made. Information provided by the centre suggests that the decision will be made by December 2007. Accordingly, progress towards meeting this recommendation will be reviewed at the next inspection.
47. Further recommendations from the last inspection address vocational and trade training for young people, and education and offending behaviour programmes.
48. Discussion with managers, members of the care team and education staff related to the various classes and programmes undertaken by the young people indicated this work takes place across the whole site. Areas relating to independent living skills are developed with the young people as part of the residential and education provision.
49. Teaching and care staff spoken with report that they are able to meet the vocational and life skills needs of young people in part. This is delivered through different routes, for example, via personal social and health education, food technology and information technology in school, the Duke of Edinburgh Award scheme and individual one to one sessions on the units.

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50. Staff are not always aware of the work being done by others, and agreed with inspectors that there is a need for a system to draw together work being undertaken, when, where and by whom. This will enable monitoring and effective development of plans to offer independent living skills from a very basic level through to vocational training, job interviews and more detailed individual life skills plans.
51. The head of education reports that a review of the vocational options available to young people is complete, with some training being incorporated into the new curriculum. The education department has a schedule which includes the progress made relating to the review of the vocational options required. This schedule indicated external professionals were consulted, for example, the YJB and other secure institutions. The resulting courses will be non gender specific, therefore benefiting all young people in the centre. The head of education says that any plans to deliver the courses identified require further development of facilities and resources at the centre.
52. Changes to the school time table have been implemented and are due to start in September 2007.
53. Managers and staff at the centre report that they are pleased with the progress of the 'enhanced' unit for young women, and the improved opportunities that this has provided for individual work and increased activities. They regret that the centre does not as yet have a similar provision for young men.

Helping children make a positive contribution

The provision was not judged.

54. No recommendations or areas for development related to 'Making a positive contribution' were identified at the time of the last inspection, and no quality judgement was made. Accordingly, none will be made following this inspection. A quality judgement will be made following the next key inspection.

Helping children achieve economic wellbeing

The provision was not judged.

55. This outcome was not inspected in full and no judgement was made following this inspection. Issues identified under this outcome heading at the last inspection were inspected.
56. The Director and the Youth Justice Board were asked to review the Centre's vocational and trade training provision, and its preparation of young people to cope successfully in the community when they are discharged. This has been addressed earlier in the report as part of the wider review of educational and vocational training for young people under the outcome heading 'Enjoying and achieving'.

Management

The provision was not judged.

57. This outcome was not inspected in full and no judgement was made following this inspection. Only issues identified under this outcome heading at the last inspection were inspected.
58. The centre's action plan says that the statement of purpose will be circulated to senior staff for comment, and then be disseminated to all staff by September 2007. An updated statement of purpose has been produced and as planned, the centre is providing all staff with a copy of this document. This is on schedule to be completed by September 2007. The amendments to the statement of purpose reflect the new local safeguarding children board arrangements. Senior staff are confident that the statement will be fully amended and all staff will have copies of the amended version by the deadline imposed during the last inspection.
59. The centre has a mission statement that explains the values of the organisation, their guiding principles, care processes and ethical standards. The statement of purpose and the mission statement together paint a clear picture of how the centre should be run. Both these documents will be made available to new staff through the induction process. Those already in post will receive their own copy of the statement and purpose. The statement of purpose will also be made available to parents, carers, other professional and external bodies as requested.
60. The Director and senior staff have completed a comprehensive review of the use of the titles of training assistants and training supervisors as recommended.
61. This review incorporates consultations with staff at various levels in the organisation and the YJB. The Director concludes that "it is felt as long as the staff and young people know the responsibilities and role, then the complexities of attempting to change the titles would not be justified both in time and the cost involved". Senior staff, training assistants and training supervisors confirm that the consultation process mentioned above has taken place.
62. Staff and young people spoken with during the inspection are aware of the roles and responsibility of the staff, and do not identify the job title of members of staff as an obstacle in carrying out the work that they do.

Recommendations

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

- ensure that all staff understand and share the same definition of elective separation (Staying safe, standard 11).
- ensure that a detailed statement of purpose is accessible to all staff at the centre. (Management, standard 7)
- review the way the centre assesses and approves care programmes for young mothers with babies placed at the centre. (Making a positive contribution, standards 7 and 10)
- consider the provision of appropriate facilities to enable delivery of the vocational programme identified following the educational review. (Enjoying and achieving, standard 2, 3 and 4)
- consider developing a check list for individual files to include work done towards independent living skills. (Achieving economic wellbeing, standard 1, 2 and 4)
- develop further vocational options. (Enjoying and achieving, standard 3)
- consider introducing 'exit interviews' for young people being discharged with nominated staff as part of the quality assurance system (Management, standard 22)