

# Rainsbrook Secure Training Centre

Inspection report for Secure Training Centre

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<b>Inspection date</b>	21 April 2010
<b>Lead inspector</b>	Linda Christie
<b>Additional inspector</b>	Malcolm Stannard

<b>Type of inspection</b>	Interim - unannounced
<b>Type of registration</b>	Secure Training Centre

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## About this inspection

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

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

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

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

The last full inspection was carried out in October 2009 with an interim inspection in June 2009.

Two social care inspectors spent two days on site 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 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. The centre has allocated one living unit for young women who are cooperating fully with the centre's regime and are making significant progress. This is referred to as the 'enhanced' unit. There is also provision for up to three young women and their babies. This unit, which includes a crèche, did not have any young women in placement during this inspection.
3. 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.

### Summary

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

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

4. This is an interim unannounced inspection of the centre, intended to assess progress against recommendations made following the last inspection undertaken in October 2009. All standards included under Every Child Matters outcome staying safe were assessed. Standard 6 under enjoying and achieving and standard 11 under achieving economic wellbeing were also reviewed. A site inspection also took place to review the quality of the accommodation, security and building maintenance.
5. The centre was calm and well ordered during the inspection, with staff and young people presenting as having a clear sense of purpose. The unannounced nature of the visit did not create any difficulties or disruptions, with everyone at the centre carrying on with their routines as usual.
6. Interactions between staff and young people are nurturing and caring. Staff set clear boundaries for expectations of behaviour and of the routines of the day. Young people are encouraged to fully participate in all centre activities. The response to young people, who for whatever reason are attempting to

avoid full participation, is firm but fair, with incentives for those fully involved and appropriate sanctions for those who are not cooperating. One example is the expectation that young people, with support from staff, keep their living units clean. All living areas were clean and tidy and as far as possible homely and comfortable. Young people know that the efforts they put into this task can result in rewards which they enjoy.

7. Young people not only benefit from a well-ordered and structured daily routine, they welcome the boundaries and know exactly what is expected of them. This is underpinned by a continuous process of consultation with young people through regular meetings and encouragement to give their views on a wide range of matters, such as a review of the incentive scheme and the opportunities for clubs and activities.
8. Rainsbrook continues to be managed efficiently and effectively and the needs of young people is central to the planning and delivery of services.
9. Everyone working at the centre believes that they can become even better at what they are doing, and continually strive for improvement and to a certain extent perfection. All practice and delivery of service across all departments is continually monitored and evaluated and improvements made as a result. There is consistent evidence of ambitious leadership at the centre with the director and his senior management team providing staff with opportunities for development, while actively planning for succession and continually improving the provision.
10. This is further evidenced by the rigour, enthusiasm and determination of managers and staff at the centre to address the recommendations made in the last inspection report.

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

11. Improvements have been made in response to the four recommendations highlighted during the last key inspection in October 2009. All except one has been dealt with in full. This recommendation has been addressed but not fully completed.
12. The recommendation only partly met is related to the management and recording of episodes of young people being in their bedrooms outside of normal bedtime periods. This is intended to clarify the expectations for staff, when dealing with young people who are not allowed to participate in activities or use the communal dining room. While the policy and procedural guidance has not yet been amended, a wide ranging evaluation and review has been undertaken of the use of separation. Plans are in place to amend procedural instruction for staff to ensure that there is clarity and consistency of practice. Staff have been reminded that there is no compulsion upon young people to remain in their rooms if not attending activities or the dining room. It is evident that practice has changed as a result and this is

confirmed by young people. Additional information will be included in an amended policy and procedure which will require approval by the Youth Justice Board.

13. Managers were asked to ensure that staff from all departments who have contact with young people receive training to understand the importance of safeguarding. This training and knowledge of how to deal with any potential child protection matters is being provided to all non-care staff. These include teachers, catering, facilities and other staff who, although they are not necessarily alone with young people, now receive training to raise awareness. Updated refresher training will be delivered as a minimum on an annual basis.
14. It was recommended that managers ensure sufficient staff are appropriately trained to offer supervision and support to young people engaged in specialist recreational activities. This resulted from the transfer to another centre of a number of staff who were trained and skilled in supporting young people to participate in the Duke of Edinburgh award. There has been excellent progress in this respect with significant improvements in the range of enrichment activities available.
15. The fourth recommendation related to the opportunities available to young people to engage in activities outside of the centre, which requires release on temporary licence. The opportunities for young people to engage in community vocational and enrichment activities was at that point limited. This has now improved significantly.

## **The effectiveness of the service**

### **Helping children to be healthy**

**The provision was not judged.**



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

### The provision is outstanding.

16. The centre continues to have excellent and efficient security systems in place to keep young people, staff and visitors safe. Although there have been some temporary changes to the personnel taking the lead on security there has been no reduction in efficiency. The structures and procedures related to security are very well embedded and the centre operates and functions consistently within the defined systems. Effective and consistent monitoring systems ensure practice remains at the highest level. There have been no reported breaches of security.
17. There are good clear contingency plans in place to deal with a range of potential emergency situations, including fire, roof top incidents or hostage taking. These strategies are tested each month and details kept of any issues. The desk-top exercises also inform training updates for managers and staff and revisions to procedural guidance, as appropriate. In line with the other Rebound operated secure training centres, Rainsbrook is scheduled to carry out detailed practical testing, involving external emergency services, at appropriate intervals throughout the year.
18. Health and safety continues to be robustly managed and there have been no significant issues reported since the last inspection. There has been a change in personnel in the management of health and safety within Rebound, but the structure and procedures within the centre have not been affected. The centre has recently, for the fourth year in a row, been awarded the British Safety Council International Safety Award. They also continue to hold the British Safety Council Five Star Award, which is valid for three years, and the Sword of Honour.
19. Staff receive regular training in health, safety and security procedures. These matters have a high profile across the centre. Young people have opportunities to obtain the British Safety Council level 1 award in Health and Safety and awareness of risk is a standing agenda item in all meetings with young people.
20. Young people are kept safe by good procedures to ensure restricted items are not brought into the centre. They are made aware of the reasons for personal searches and restrictions placed on property that can be brought into the centre. Staff are well-trained in carrying out such procedures, and practice in this respect is done sensitively whilst preserving the young person's dignity. All visitors are subject to searches and reminded of the restrictions on items allowed into the centre. Staff and their belongings are also randomly searched to ensure they conform to security procedures. All

practice in this respect is monitored and any issues reported to the Youth Justice Board.

21. Young people at the centre are not removed from association or locked in their rooms inappropriately. During all separations, appropriate observations are undertaken. There are comprehensive and well-audited records available of all separations which occur. When young people express a wish to spend time alone in their room a monitoring form is completed enabling staff to ensure the time alone is not excessive and the young person is safe.
22. Excellent appropriate professional relationships are in evidence between staff and young people at the centre. Expectations of behaviour are made clear to young people and a structured care regime ensures that every opportunity is given to young people to display positive and acceptable behaviour. Appropriate behaviour management policies and procedures are available for staff guidance. Formal sanctions are only used by staff where absolutely necessary in line with guidance to assist with modification of negative behaviour. Sanctions are used appropriately and are varied in their use ensuring they are relevant to the misdemeanour. Staff negotiate and mediate with young people to avoid the use of a sanction if possible. Records are held of all sanctions used and robust monitoring of their use is in place. Senior managers recently carried out a review of sanction use to confirm that practice was appropriate.
23. Sustained positive behaviour displayed by young people is recognised and rewarded by the centre's incentive scheme. The scheme, which is continually evaluated to ensure it is effective, has recently undergone some amendment to ensure consistency with other Rebound establishments to ensure young people who may move between establishments from time to time are subject to consistent practices. Young people understand how the scheme works and establishments. Young people understand how the scheme works and state that they are happy with the range of rewards available to them following attainment of each level.
24. The incentive scheme is explained to young people in a range of ways but primarily through the young people's guide. The guide and the information available to parents and professionals have all been reviewed and updated recently. They available in different formats and information on the sanctions and rewards schemes is freely available within all living units.
25. Any physical intervention is used only as a last resort. Staff members are excellent at using negotiation and mediation to diffuse situations and avoid the need for physical restraint. Following all incidences of restraint, a debrief is held with the young person. All staff receive mandatory regular training in the approved techniques. There are good and well-structured physical control plans in place. These identify any young person who may suffer from a physical condition requiring consideration in the event of any physical intervention. Comprehensive records are held of any occurrence and there is

a robust auditing system of all events to ensure practice was appropriately undertaken.

26. The provision of appropriate documentation accompanying young people when they arrive at the centre is carefully checked. No young person is admitted without the relevant documentation. A checklist is completed and any missing paperwork is sought immediately. This rigorous checking helps to ensure that young people are not held inappropriately and their welfare is protected.
27. The strategies in place at the centre to keep young people safe remain outstanding. Comprehensive individual risk assessments to address young people's safety and that of those around them are in place. These assessments are reviewed regularly within an internal multidisciplinary meeting to ensure they are appropriate and implemented. There is excellent communication and sharing of information relating to those young people who may be at risk or vulnerable. Close observation is undertaken of all new admissions to the centre and excellent support is given to those who are assessed as being at risk.
28. Young people are able to access a complaints system without the need for recourse to staff. Acknowledgement of receipt of a complaint is given on all occasions, within a short defined timescale. Detailed records are held of investigations, all monitoring by management and the response to the young person following any investigation. Young people are also able to discuss the outcome of a complaint with their designated case worker. This enables a further layer of auditing and checking that the young person is happy with the outcome. The procedure is extremely transparent and ensures young people are able to raise issues freely.
29. There is a zero tolerance approach to bullying. Any actual or suspected instances are routinely discussed across the different departments in the centre and appropriate action taken to ensure a consistent response. Information made available to young people clearly sets out the expectations of behaviour, for example the approach to instances of bullying. Information on different cultures and backgrounds is also provided to increase awareness. Young people are effectively protected from bullying by the procedures in place and the vigilance of all staff at the centre.
30. An independent advocacy service visits the centre on a regular basis. There is excellent information for young people regarding the availability of advocates. Communication channels are in place to ensure that any issues can be fed back to centre managers by the advocates. External help lines can also be accessed by young people via telephones within the living units.
31. A comprehensive child protection procedure is in operation which has been developed with the input of the Local Safeguarding Children Board. All allegations made by a young person are referred immediately to the local

authority and preliminary advice is sought from a Local Authority Designated Officer (LADO). Where an internal initial investigation is required this is carried out transparently and robustly with the inclusion of an external professional where possible. All investigations are fully recorded and monitored. Regular joint meetings are held with child protection services to effectively promote appropriate practice and ensure the welfare and safety of young people is protected.

32. All staff who come into direct contact with young people undertake detailed child protection training. Refresher courses are attended on a yearly basis. Specifically designed training is also now provided to all non-operational staff working at the centre.

## **Helping children achieve well and enjoy what they do**

### **Education**

**The provision was not judged.**

## Helping children achieve well and enjoy what they do

### Welfare

#### The provision was outstanding.

33. All standards under the welfare aspects of enjoying and achieving outcome area were inspected in full during the last inspection in October 2009. During that inspection all of the standards were met and services in this respect were judged as good.
34. The only recommendation made was in relation to ensuring that sufficient staff are appropriately trained to offer supervision and support to young people engaged in specialised recreational activities. The number of staff trained to offer supervision and support to staff engaged in activities has significantly improved year on year since 2008. However, during the period of the last inspection several qualified staff had moved on and some enrichment activities were not available to the same level due to staffing changes.
35. There is obvious commitment at the centre to increasing and improving opportunities for young people to engage in enrichment and recreational activities. The time and effort invested in improving the quality and the range of activities has produced excellent results. There is now an even wider range of clubs available to young people and further enrichment clubs are planned with additional funding secured and equipment on order.
36. The objectives are clear, all enrichment and recreational activities are geared to promoting positive interactions between staff and young people and encouraging good team relations with their peers. The aims of all activities include developing interests, improving self esteem and self confidence and offering a diversion to unacceptable behaviour.
37. Excellent processes are now in place to ensure a multidisciplinary approach to improving young people's attendance at enrichment clubs and other organised activities. This is now seen as a centre wide responsibility, not just that of the activities staff, and given a high priority by middle managers who hold their staff to account in terms of encouraging participation by young people. There are a number of very impressive examples of action taken to lead young people into activities they would not normally participate in, including physical fitness sessions, which for some young people has resulted in improved health including weight loss as well as contributing to improved self-esteem.
38. The efforts to improve what was already good and the ongoing progress in this respect, including additional resources invested, show an excellent

commitment by the centre to young people. The aim is to assist them in finding other outlets for their energies and potentially reduce re-offending.

39. Young people continue to be actively supported to practice their religious faith and individual beliefs. They are encouraged to celebrate diversity and to show healthy interest and understanding of different cultures. Ongoing activities and celebrations of religious and other festivals continue to be provided and are well attended by young people.

## **Helping children make a positive contribution**

**The provision was not judged.**



## Helping children achieve economic wellbeing

### The provision is outstanding.

40. All standards under the achieving economic wellbeing outcome area were inspected in full during the last inspection in October 2009. That inspection found that all standards were met and services in this respect were judged as outstanding.
41. Young people are very well supported to prepare for discharge back to the community or transfer to another custodial establishment. This has continued to be the case. The opportunities for vocational and enrichment activities outside of the centre were not as well-developed as other aspects of preparation for discharge.
42. The term 'release on temporary licence' (ROTL) is used to describe what happens when young people are released on temporary licence (with the approval of the relevant Government department) to go outside of the centre (subject to risk assessment). A ROTL development group has been established with the head of the psychology department leading this. The aim of this group is to identify the range of work needing to be done with individual young people to improve their preparation for discharge, which may include activities outside of the centre.
43. This group has made a number of recommendations for the further improvement of ROTL opportunities for young people and some of these have been implemented. One of the early issues that required resolving was the process of how to develop the system for obtaining permission from the relevant Government department for young people serving long sentences to be allowed outside of the secure perimeter. This approval was given for several young people and has resulted in them participating in local projects, such as a farm set up as a charity, a Street Art project and work experience at a local YMCA.
44. The centre is aware of the importance of having clear agreed objectives for each activity outside of the secure establishment. These opportunities help prepare young people to cope when reintegrated back into the community, providing them with experiences to develop new skills and build their self confidence. As a result there are excellent and improving opportunities available to ensure the successful resettlement of young people back in their local communities.

## Management

### **The provision was not judged.**

45. The management of the centre was assessed at the last inspection as being outstanding. Although there have been some changes in the senior management team due to a secondment opportunity for one manager, this has not had a significant impact on the quality of leadership or management. The management team has addressed the recommendations from the last inspection thoroughly and effectively to ensure that they continue to maintain a high standard of care across the site.

## Recommendations

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

- 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 and implemented. (Staying safe - Standard 8)