

Rainsbrook Secure Training Centre

Inspection report for Secure Training Centre

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| Inspection date | 3 June 2009 |
| Lead inspector | Ian Dickson |
| Additional inspector(s) | Malcolm Stannard |
| Type of inspection | Random - unannounced |
| Type of registration | 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 a random 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. Two social care inspectors spent two days on site.

The last full inspection was carried out in November 2008.

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 is one of four purpose built secure training centres that between them offer secure provision to young people across the country. It is managed by Rebound ECD, part of the corporate Global Solutions Limited (GSL) Group, and is one of three secure training centres managed by the group.
2. Rainsbrook is able to provide up to 87 places for 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 well-equipped female enhanced unit and a 'mother and baby' unit which opened in 2006. This unit includes a resource for three mothers and babies and crèche facilities registered with Ofsted for up to four babies.

Summary

The overall quality rating is outstanding.

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

3. This was a random unannounced inspection of the centre, intended to assess progress against recommendations made following the last inspection. All of the standards included under the outcome 'staying safe' were assessed. Standards 7 and 8 included under 'enjoying and achieving', and standard 15 included under 'making a positive contribution' were also inspected.
4. The centre works very effectively to keep young people safe. It continues to develop and improve its services to young people. The monitoring and evaluation of behaviour management procedures continues to improve to ensure that they are appropriately applied and well recorded. All removals of young people from association are now recorded in the same way irrespective of where in the centre they occur.
5. The centre accommodates some very challenging yet needy young people. Clear and detailed behaviour management policies and procedures and good staff training and supervision ensure that their behaviour is managed skilfully, safely and sensitively. This reflects the very robust and reflective arrangements in place to support young people placed at the centre, which have led to a continuous reduction in the use of physical restraint every year since 2002.
6. There are very positive links with Northamptonshire local children's safeguarding team to ensure all referrals made by the centre are dealt with

quickly, transparently and efficiently. However, the use by the local authority of staff from the secure training centre to investigate allegations against other staff at the centre is not appropriate. Whilst this effectively ensures that the content of referrals is fully dealt with, it is not sufficiently independent and potentially compromises the members of staff involved.

7. Robust complaints procedures, good consultation with young people and transparent notification procedures combine to ensure that young people are protected while at the centre. Bullying and discriminatory behaviour are firmly addressed. The involvement of external stakeholders in meetings at the centre to evaluate the quality of service provision and monitor young people's safety and welfare is an excellent practice and commendably routine.
8. There are very positive arrangements in place to engage young people in meaningful, positive and enjoyable activities. These are used to enhance self esteem, confidence and the coping skills necessary for successful transition to the community. They are supported by ambitious developments to the offending behaviour and social learning packages planned for the immediate future.

What has been improved since the last inspection

9. At the last inspection a recommendation was made that managers review the recording of removals of young people from association in the classroom to ensure that such episodes are included with removals from elsewhere in the centre in the overall behaviour management records. New procedures have been introduced which ensure this is now taking place.
10. It was also recommended that the Director consider the constructive use of unstructured activity time on the residential units. A system is now in place which ensures that activities led by residential staff are in operation for a period of time each evening. This means that all young people have the opportunity to undertake an activity on each evening, regardless of whether they are attending a formal club or not.
11. A third recommendation was made that the range of non-formal vocational activities available to young people outside educational time should be developed. Steady progress has been made, which has enabled young people to experience further work-based experiences and theory-based learning.
12. Managers at the centre were also asked to further evaluate the effectiveness of offending behaviour programmes. A structure is now in place which enables a wider scope of evaluation of presented programmes. The implementation of this is delayed however, in order that it can be combined with the introduction of the new offending behaviour programme delivery methodology. Accordingly, this recommendation will be repeated and reviewed once more at

the next inspection.

13. Two recommendations were made to improve educational provision at the centre. These related to the implementation of the 14–19 curriculum and the quality of the involvement of the Connexions service with young people at the centre. These were not reviewed as part of this inspection, and both recommendations have been repeated to be reviewed at the next key inspection.

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.

14. Robust and appropriate security measures are in place which ensure young people live safely in a secure environment. Well-established measures are in place to ensure that young people are only able to leave the confines of the secure area with appropriate risk assessment, permissions and supervision.
15. All staff are well trained and familiar with the centre's stringent procedures which prevent any possible security breaches. They are kept informed of any significant event or identified risk which may result in a security breach.
16. Young people are well protected from possible fire and other emergencies. There are effective plans in place for all security and emergency incidents. These are agreed with the fire service and other local services that may be called upon to give support. There is positive ongoing liaison with the chief constable's office to enhance the contribution of the local police.
17. Health and safety practices throughout the centre are embedded in daily practice. There is a nominated person responsible for day-to-day safety, who is closely supported by the company's health and safety manager. Staff are well trained in health and safety and there are regular audits and fire drills to ensure they remain so. All the centre's activities and procedures are carefully risk assessed to ensure people are kept as safe as possible while at the centre.
18. Effective policies and procedures are in place to guide all searching activity undertaken in the centre. Young people are made aware of the reasons and methods of searching, and searches are carried out in a manner which protects their privacy and dignity.
19. Young people are not removed from association or locked in their rooms unfairly. Thorough and detailed records of removal continue to be kept, which are very carefully monitored to ensure young people are properly treated. The centre has revised its recording of removal of young people from association to include episodes of 'time out' from classrooms. Any removal of association of young people from the classroom to the tutorial room is fully recorded and included in statistical returns. Any occasion when young people elect to spend time in their room as a choice is also carefully recorded.
20. The centre has a very well-established philosophy of care and control. It offers a good balance between the strict maintenance of security, discipline and good order, and a highly explicit child-centred regime. Young people are not sanctioned or restrained inappropriately. Where restraint or sanction are used, the reasons are clearly and appropriately recorded, and the records monitored

and reviewed effectively. Young people are protected through highly effective staff supervision that sensitively maintains good order and discipline. Staff are well trained to supervise and manage young people and show a clear understanding of the centre's behaviour management policies and procedures.

21. Young people are protected from inappropriate restraint. All staff are well trained to manage restraint, and there are robust measures in place to ensure that it is used in accordance with the expectations of 'Managing the behaviour of children and young people in the secure estate: Code of practice'.
22. Recording of restraints, sanctions and removals from association is extremely well managed, and the records carefully evaluated to improve practice. The individual needs of each young person are effectively identified and addressed through very good care and sentence planning. Challenging behaviour is very effectively managed through the maintenance of clear boundaries and expectations, supported by good interpersonal relationships between staff and young people. Staff teams routinely use considered persuasion and negotiation wherever possible before recourse to sanction or restraint. A continuing decline in the use of restraint each year since 2002 indicates that the approach is working successfully.
23. Young people are appropriately protected by being well informed of their rights and responsibilities. Detailed information for young people is very easily accessible, available in user-friendly forms and reinforced by good individual support from members of staff. Best practice is enhanced through thorough recording and robust evaluation by senior managers and multidisciplinary meetings that consider all use by staff of physical restraint, removal from association or sanctions.
24. Young people's positive behaviour is appropriately recognised and they are actively encouraged to engage with staff. A fair and very effective incentive scheme offers them the opportunity to gain benefits through positive effort and without the need for conflict.
25. Guidance about the incentive scheme is easily accessible in written form and in other formats for young people who have a learning difficulty or for whom English may be an additional language. The guidance is clearly understood by staff and young people. The effectiveness of the scheme for individual young people is routinely and thoroughly reviewed by key staff and managers to ensure it remains fit for purpose.
26. Young people's individuality, privacy, dignity and cultural and racial heritage are valued and promoted, and this is reflected in the centre's routines and practice. Staff are sensitive in their interactions with young people, and carefully ensure that their privacy and dignity are safeguarded as far as is possible within any constraints imposed by the need to maintain security and discipline across the centre.

27. There are very robust strategies in place to challenge racism, and excellent monitoring systems in place to identify equality and diversity issues and promote young people's safety. Young people are routinely well consulted about the quality of the care they receive throughout their stay and via thorough exit interviews.
28. Staff are aware of the vulnerability of young people and comply with the arrangements in place to keep them safe. Young people are kept safe from self harm by very effective multidisciplinary assessment and support from staff at the centre. Risk assessments are undertaken for all admissions, and well-established procedures are in place to ensure that appropriate action is taken if any risk is not fully identified or information unavailable.
29. Young people are protected from any potentially abusive treatment through transparent contact arrangements and notification procedures. These ensure that parents, carers and other appropriate agencies, for example the Youth Justice Board, are promptly notified of all significant events. This transparency allows for close external scrutiny of the care and treatment of young people.
30. Young people are protected and supported by a highly effective complaints procedure. This is easily accessible to young people, and carefully managed. Complaints are addressed within appropriate timescales and are rigorously monitored. The complaint format enables young people with language and learning difficulties to raise concerns.
31. Young people know that they have clear and routine opportunities to discuss any concerns in private and receive support from independent people from outside the centre. Independent advocates ensure that young people's rights are respected and the centre meets its responsibilities towards them. Positive steps have been taken to encourage independent visitors for young people who may not receive many visits from outside the centre. This is a commendable initiative.
32. The safety of all young people is promoted through highly effective child protection procedures and sensitive but robust management of self harm and bullying. Effective safeguarding procedures agreed with Northamptonshire Local Safeguarding Children Board ensure that any allegation made by young people is dealt with promptly and thoroughly, and the local authority is advised and consulted at once. This is supported by an effective CCTV system that is used to ensure that young people and staff remain safe.
33. Investigations are carried out thoroughly, promptly and effectively. However, the use by the local authority of managers and staff at the centre to investigate allegations against staff potentially compromises them if the outcome is challenged.
34. The centre has well-established, detailed and effective anti-bullying procedures which recognise the different needs of young people from

different racial and cultural backgrounds. There are also very effective procedures that protect young people who might otherwise harm themselves.

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 is good.

35. The formal structure of enrichment activities at the centre offers a diverse range of opportunities which are of good quality. The types of activities on offer have developed further and now include golf, craft and cooking clubs. Fitness clubs are also in operation and separate sessions are held for young people of each gender. This allows some of the female young people to take physical exercise in a more comfortable environment for them. A system is in place which clarifies any non-attendance at an activity enabling steps to be taken to resolve any identified reason why a young person did not take part.
36. Young people continue to make choices about which activities they would like to attend and are able to contribute to the make up of the programme through monthly input meetings. As part of the incentive scheme, the young people from one residential unit are chosen and named as 'unit of the week'. Part of the reward for this attainment is to have a free choice of an activity. All young people from the winning unit are able to attend regardless of their incentive level, giving everyone the opportunity to try a different activity. The ongoing scores for the week are displayed on the information screen in the dining hall, enabling young people to see how their unit is faring and what remains to be achieved.
37. The increase in activity provision on the residential units for those who are not involved in a formal session is a positive development. Staff from each unit provide a structured activity for at least one hour each evening and during weekends. This is in addition to any formal activity taking place.
38. Good resources are available for the staff and access to advice on the type of activity and how to run it is available from the centre's youth worker. The range of activities provided by the unit staff includes sport, art and craft and board games. The provision of the sessions by the residential staff enables all young people not engaged in formal activities to experience some appropriate leisure time. Occupying young people in this manner means that there is reduced opportunity for them to become bored and resort to negative behaviours.
39. The opportunity for young people to experience a vocational type of activity outside formal education time has increased. There are a number of different jobs in the centre which young people can express an interest in. To apply for a job, young people have to fill in an application form, produce references and undergo an interview. This gives them good experience of the procedures undertaken during recruitment.

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40. Jobs that can be carried out include car washing, gardening, food and milk delivery, newspaper delivery and sports hall and dining room assistants. A small monetary reward is offered for these tasks which assist young people to experience and understand the world of work. Where it is risk assessed as safe and consistent with sentence planning to do so, young people are able to experience external work experience utilising the positive community contacts in place.
41. The centre now also offers a formal qualification relating to safety and procedures on building sites. This qualification is recognised as essential within the construction industry and gives young people who attain it a positive start when returning to the community and seeking employment.
42. While the availability of physical resources does not always enable the centre's management to provide vocational experiences at the level they would wish, the continuing development of opportunities for young people to undertake vocational work experience is a positive step.

Helping children make a positive contribution

The provision is good.

43. Managers at the centre have reviewed the process of delivery of offending behaviour programmes and produced a new structure for the way it is undertaken. The new method of delivery will involve more programmes to be undertaken at weekends and encourages team working with the young people.
44. A whole new range of programme packages has been devised and some are linked to key skills enabling formal accreditation. All programmes available are linked to young people and their specific needs on an individual basis.
45. At the last inspection it was recommended that the evaluation of the effectiveness of programmes was developed to ensure consistent engagement and effectiveness. There are now three new methods of evaluation in place: a strengths and difficulties questionnaire, which is carried out before and after a course of programme work with the young person; a feedback summary, which is completed by the young people following each session; and a further evaluation toolkit, which is completed by staff members.
46. All of the evaluation methods are not yet in use and are to be introduced as part of the new system of delivery and will not therefore be in operation until September 2009 when the pilot commences. The recommendation which was made in regard to the evaluation process therefore remains and is carried forward.

Helping children achieve economic wellbeing

The provision was not judged.

Management

The provision was not judged.

47. The management of the centre was assessed at the last inspection as being outstanding. There are not any significant changes in the management team, and the structure, policies and procedures have remained the same. 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 centre.

Recommendations

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

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| <ul style="list-style-type: none">• produce a strategic paper and action plan to articulate current activity and proposed developments relating to the implementation of the 14–19 curriculum (Enjoy and Achieve; Standard 4) |
| <ul style="list-style-type: none">• liaise with the Youth Justice Board to take the necessary steps as a matter of urgency to work with Connexions Northamptonshire to restore the quality of provision at Rainsbrook to that of January 2008 (Enjoy and Achieve; Standard 1) |
| <ul style="list-style-type: none">• develop further 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 (Making a Positive Contribution; Standard 15). |
| <ul style="list-style-type: none">• liaise with the local authority designated officer 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 (Staying Safe; Standard 29) |