

28 Day Urgent Notification Action Plan Rainsbrook Secure Training Centre

Priority Theme	No	Actions	Owner(s)	Date Due
Leadership and Operational Grip (including Workforce Strategy)	1	The Youth Custody Service will work collaboratively with MTC to secure the required improvements to demonstrably satisfy the requirements of the Urgent Notification, supported by contractual mechanisms where appropriate.	Youth Custody Service (YCS)	Immediate
	2	The Youth Custody Service are deploying an experienced YCS operational manager to Rainsbrook to provide leadership oversight at Rainsbrook.	Youth Custody Service	Immediate
	3	To enable immediate improvements at Rainsbrook, a decision has been made to temporarily pause new placements of boys, additionally the YCS will look to place new girls in an appropriate Secure Children's Home in the first instance. This position will be reviewed over the coming weeks and months. A senior manager within the placements team will consider all information to make decisions on the appropriateness of any placement at Rainsbrook, ensuring that each child's needs are supported by a care plan that is effectively monitored (see action 6).	Youth Custody Service	Completed
	4	The Enhanced SECURE STAIRS Team will ensure that Rainsbrook Senior Management Team have access to Trauma Informed Leadership support and Guided Reflective Practice (GRP) and will review what ongoing support and training is required by SMT. The SECURE STAIRS Local Management Team will ensure that staff get support with implementing whole system approaches to providing psychologically- and trauma-informed care for each child. This will build upon the foundations of the Framework for Integrated Care. NHSE&I and YCS will work with MTC to further embed the principles of SECURE STAIRS, drawing on other partners as needed. This is reported on as part of the NHSE&I National Children's Mental Health Transformation Programme and Youth Justice Reform Programme.	Lead by Director/YCS/ NHSE&I	On 19 January 2021 Immediate and ongoing

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	5	<p>The Director will appoint the Heads of Education, Healthcare, and Catering as full members of the Senior Management Team (SMT). He will ensure that there is a robust structure to SMT meetings and share the Terms of Reference, including membership for all meetings together with a meeting timetable with the YCS.</p> <p>The Director will re-introduce a system of monthly bi-lateral meetings with every SMT member. This will ensure effective communication channels between Rainsbrook STC, sub-contractors and delivery partners are in place thus allowing timely transfer of information and wider discussion on strategic issues.</p>	Director	By end of January 2021
	6	<p>The Director will ensure the Duty Director visits all residential, educational and activity areas daily; ensuring the timetable is delivered and children and staff are appropriately supported. The Duty Director will provide a daily report (including weekends) to the following day's operational meeting.</p> <p>The Heads of Communities, Head of Girls, Safeguarding and Transformation/Compliance offices will be located on residential units to allow these SMT members to provide additional support to children and staff during the day.</p> <p>The Director will ensure the available management information (MI), which includes staffing numbers, attrition and service delivery is reviewed and refined to inform management decisions and responses.</p>	Director	<p>Immediate</p> <p>Immediate</p> <p>By end of January 2021</p>
	7	<p>The Duty Director will ensure that all newly admitted children have an Interim Support Plan to ensure risks relating to individual children are quickly identified and monitored with further assessments sequenced appropriately. This will include previous history, previous offence information, risk indicators, Youth Justice Application Framework information and sharing of Youth Offending Team information. The Plan will be communicated to the case management team within 24 hours of arrival. The Duty Director will visit all new children at one, three and five-day intervals during their first 14 day period to ensure they have settled into the centre and understand how they will be cared for. The Duty Director will ensure a copy of each child's Support Plan is made available for the next daily meeting and for the Director and Deputy Director.</p>	Director	By end of January 2021

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	8	The Director will relaunch and embed the Promoting Peace strategy to provide a holistic oversight of safety and wellbeing at the centre including leadership, workforce development, the child's voice and debriefing techniques to improve outcomes based on the child's experience.	Director/ Deputy Director/Lead Forensic Psychologist	To commence by end of January 2021 and ongoing through 2021
	9	A Head of Transformation/Compliance SMT role will be established who will oversee the delivery of all action plans and audits, ensuring these are focussed on the needs of the children in Rainsbrook's care, and reporting directly to the Director. An interim Head of Transformation/Compliance is already in post and the recruitment process for the permanent appointment is on-going and will be complete by the end of January 2021.	Director	By end of January 2021

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Daily programme ("Regime")	11	<p>Children will not spend long periods of time in confinement and the programme at Rainsbrook will focus on meaningful interaction and engagement to encourage children.</p> <p>Rainsbrook's programme will be shared with staff via a series of interactive briefings that will encourage attendees to ask questions, ensuring staff understand how to deliver a consistent programme and the support available to them. On-going staff briefings, group and one-to-one training events such as learning circles will reinforce staffs' understanding of the programme.</p> <p>The programme will be shared with children at the same time via a series of unit meetings, led by the Communities Operational Service Manager and Custodial Care Officers and will be presented in a variety of formats to suit different learning needs. Children will be encouraged to ask questions at these meetings to ensure they have a good understanding of the programme. At the same time as the initial briefings the programme will be shared with parents, carers and Youth Offending Services.</p>	<p>Director</p> <p>Head of Communities/ Head of Girls</p>	By end of January 2021

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	10	The Director will introduce a daily occurrence book on each unit and will set out a defined process as to how these books will be used to support and record Rainsbrook's delivery of its programme and any divergences from it, giving reasons for those divergences. The Duty Director will be accountable for a daily audit of the occurrence books providing a report to the daily operational meeting. Learning and information taken from the occurrence books will be shared with staff at the daily staff briefings.	Director	Immediate
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Reverse Cohort Unit and Girls Strategy	12	<p>Two units have been identified to support reverse cohorting for boys and girls. The Deputy Director will be responsible for communicating the reverse cohorting processes to all staff and children.</p> <p>The Head of Communities (boys) and the Head of Females (girls) will be responsible for ensuring an appropriate programme and procedures for managing these units with bespoke plans for boys and girls which will support the Interim Support Plans. The Deputy Director will have overall oversight of the management and delivery of services to children in reverse cohorting to ensure all children are offered a balance of meaningful activity (in and out of room) and access to fresh air.</p>	<p>Director/ Deputy Director</p> <p>Head of Communities /Head of Girls</p>	Immediate
	13	<p>The Director will ensure the reverse cohorting programme is explained to each child as they join the unit. This will give an individualised opportunity for each child to ask questions and to explore any concerns they might have. The programme will also be presented in a variety of formats to suit different learning needs.</p> <p>Similarly, the information about the reverse cohorting programme will be shared with staff via interactive briefings with them; those briefings will be revisited every time a new child joins the unit.</p>	Director/Head of Communities /Head of Girls	Immediate
	14	The Head of Girls will work with YCS and NHS England to develop a plan for how to incorporate the findings from the Centre for Mental Health Girls review into practice at Rainsbrook.	Lead by Head of Girls/YCS/ NHSE	Spring 2021

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	15	YCS and NHSE have approved a business case from MTC and Northamptonshire Health Foundation Trust (NHFT) for a sensory suite and therapists. This is designed to support children with complex needs including girls and those with autism. The proposed completion for the sensory suite is March 2021, with the recruitment of the therapists in April 2021 and a service commencement date in April 2021.	Director	By end of April 2021

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Education	16	The newly appointed (4 th January 2021) Head of Education will become a full member of the establishment SMT. They will undertake a full curriculum review considering the individual child's needs and aspirations with evidence-based decisions and including labour market indicators.	Director	28 February 2021
	17	The Head of Education will move to pathway delivery in education to widen the offer to children and ensure the full entitlement of education hours is provided and recorded for all children. Quality assurance of this will include Observations of Teaching, Learning & Assessment, Learning Walks and Partnered Learning Walks with MTC. Staff have also completed or are in the process of completing their Training, Assessment and Quality Assurance (TAQA) assessor's award. The centre assessment and marking policy will be measured through the quality assurance cycle.	Head of Education	By end of January 2021
	18	Through the Head of Transformation/Compliance the Director will ensure the timetable is being fully delivered, and that teachers send work to children on units, mark it and provide feedback in a timely manner. If a child does not attend the education department the Head of Education will ensure a suitable work package will be supplied to the unit for the child to continue their study. This work will be monitored by the Head of Education to ensure correct levels of content, quality and marking are maintained at the levels expected in the classroom setting.	Director Head of Education	By end of February 2021

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		<p>The Director will commission an independent review of the Education department's delivery and will fully utilise the processes set out in the provider's contract to encourage a high standard of delivery.</p> <p>Links will be developed by the Head of Education with the National Prison Education Quality Improvement Team to support the implementation of an annual Quality Calendar and related Quality Assurance Activities. An immediate education Self-Assessment Report will be undertaken, and a Quality Improvement Plan will be approved by the Director and progressed.</p> <p>The Director and Head of Education will work closely to ensure record keeping, attendance, pathway delivery and punctuality of all children is closely monitored ensuring an increased education provision for them.</p> <p>The Head of Education will monitor record keeping and feedback for work that is sent out to the residential units, confirming work undertaken is marked by teachers and feedback given to children in a timely manner.</p>		
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Partnership Delivery	19	<p>The YCS will continue to develop its strategic relationship with key delivery partners such as local safeguarding leads and children's services leaders to strengthen and assure the safety and well-being of children at Rainsbrook.</p> <p>The Head of Safeguarding of the YCS will meet with the Director of Children's Services for Northamptonshire on 7 January 2021 to explore how to strengthen partnership working to improve the focus on the child and strengthen arrangements to assure the safety and well-being of children moving through Rainsbrook's care.</p>	Head of Safeguarding, Youth Custody Service	By end of January 2021

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Physical Environment	20	The Director will improve the standards of cleanliness on the units and around the site and will be monitored daily by residential staff in the form of fabric check booklets located on all the units. Daily litter patrols will be introduced, damage will be repaired as swiftly as possible and graffiti will be removed (within one working day of its report). Duty OSMs will then review the completion of the booklet daily. Unit inspections will be completed weekly by a supervisor or middle manager with regular audit checks within the week.	Director FM Manager	February 2021
		A rolling unit re-decoration schedule will commence on 4 th January 2021 and will be completed within five months. Children's views have been sought about the colours that will be used, together with their views on wall mounted pictures/decorations. The Education department will generate displays of children's work within the department. Unit fixtures and furniture will be repaired and renewed as necessary.	Head of Communities	June 2021

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Assurance	21	Immediately following the issues raised, the YCS reallocated time from a senior manager and an experienced secure estate monitor to ensure YCS monitoring presence on site seven days a week for the festive period, including weekends and bank holidays, and regular weekend monitoring is now in place.	Youth Custody Service	Completed
		An experienced YCS senior operational leader now spends at least two days per week at the site to scrutinise operational delivery. This will continue for the first quarter of 2021, after which arrangements will be reviewed.	HMPPS	
	22	HMPPS will lead a wide-ranging review into the monitoring and contract management arrangements at Rainsbrook STC to ensure the contract management arrangements are appropriate.	Contract Management Improvement Team, HMPPS	Immediate
	23	The YCS commission an Advocacy service from Barnardo's that supports children in Rainsbrook. Following the issuing of the UN the YCS have made arrangements to increase the amount of time Barnardo's advocacy service spend onsite by 50%. This enhanced service commenced at the beginning of January. By the end of January, the YCS will have made arrangements with Barnardo's to vary visiting times for advocates to ensure a weekend presence. If there are any concerns raised by the Advocates, they will support the child in using the centre's processes for raising issues, checking in with them on the outcome and helping them to appeal,	Youth Custody Service	By end of January 2021

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		if necessary. If they are sufficiently concerned, they make direct referrals to the Local Authority Designated Officer copying in the Monitor and MTC's Safeguarding Team. Meetings are held every quarter with the MTC management team and the Monitor to outline themes and key areas of concern.		
	24	<p>HMPPS OSAG Custodial Assurance team will undertake a piece of work to provide assurance independent from the operational line on the immediate action taken by the STC to improve the programme offer to children. The work will consider findings from other assurance work referred to in action 22. This assurance will understand the programme being offered, and whether the changes that have been made are likely to have improved the offer in the short and medium-term and the leadership awareness of the programme offer and the actual delivery.</p> <p>Information will be gathered from interviews with relevant parties, reviewing available programme information and comparing against policy and contractual expectations. A blended approach will be used with some staff on-site and some work undertaken remotely to manage the risks posed by Covid-19.</p>	HMPPS, Operational System Assurance Group Custodial Assurance	By end of January 2021
	25	<p>The SMT meeting's Terms of Reference and standing agenda will contain specific items related to the reporting of management information and the delivery on all action plans.</p> <p>An interim Head of Transformation/Compliance will be appointed pending the recruitment of a full-time appointee who will form part of the Senior Management Team. She/he will report to the Director. The Head of Transformation/Compliance will be responsible for the self-audit processes, overseeing the delivery of all action plans and will evaluate processes, procedures, policy compliance and governance. Oversight of the Action Plan and governance will feed into the Strategy and Action Group (SAG) process.</p>	Director HMPPS YCS	By end of January 2021
	26	The Centre Director and/or Deputy Director undertakes a daily tour of the centre meeting children and staff, using the opportunity to interact with them on a face-to-face basis. This allows the Director/Deputy Director to swiftly address issues either raised with them or that they observe. These tours assist in monitoring programme/timetable delivery as well as monitoring standards of cleanliness throughout the site. Feedback is immediately given to children and to staff or, where necessary, after further work has been undertaken.	Director Deputy Director	Completed

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	27	<p>Deputy Directors will ensure that Time Out Reports are suitably and accurately recorded through a new process, collated quality assured and submitted to the Youth Custody Service (YCS) in a timely manner. Exception reports will be quality assured by Duty Directors with any necessary actions identified, time bound and assigned owners.</p> <p>The daily Operational Briefing Meeting will be formally minuted and will be circulated to all staff at Rainsbrook on a daily basis to improve staff awareness. Operational Service Managers will ensure the Time Out Reports and Exception Reports are brought to the daily Operational Briefing meeting.</p>	<p>Deputy Director</p> <p>Head of Communities Head of Girls, Workforce Planning and Development</p> <p>Duty Directors</p>	By end of January 2021
	28	<p>The Lead Psychologist and Head of Resettlement, with input from healthcare, will review care plans for all children to ensure the information is meaningful, informative and incorporates individualised targets. Children will be informed of updates to their care plans accordingly.</p>	<p>Lead Psychologist</p> <p>Head of Resettlement</p>	By end of January 2021