



# Inspections of secure training centres

The inspection framework, evaluation schedule and grade descriptors

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This document outlines the framework for the inspection of secure training centres and outlines the areas that inspectors will evaluate in order to make their judgements.

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## Introduction

1. This document sets out the framework and evaluation schedule for the inspection of secure training centres undertaken jointly by Ofsted, Her Majesty's Inspectorate of Prisons (HMIP) and the Care Quality Commission (CQC). The judgements made during inspections are underpinned by grade descriptors agreed between Ofsted, HMIP and CQC in consultation with the Youth Justice Board for England and Wales.
2. The evaluation schedule outlines the main aspects of the service and outcomes against which inspectors will make judgements.

## Legal basis for inspection

3. The inspection of secure training centres is required in accordance with Rule 43 of the Secure Training Centre Rules 1998 (produced following Section 47 of the Prison Act 1952, as amended)<sup>1</sup>. Her Majesty's Chief Inspector inspects secure training centres in accordance with a service level agreement made following Section 146 of the Education and Inspections Act 2006.<sup>2</sup>
4. The joint inspection framework with HMIP and CQC is permitted under paragraph 7 of Schedule 13 of the Education and Inspections Act 2006, which enables the Chief Inspector to act jointly with other public authorities when appropriate.
5. When inspecting secure training centres, due consideration will be given to the United Nations Convention on the Rights of the Child (UNCRC).<sup>3</sup> All inspections carried out by Ofsted, CQC and HMIP contribute to the UK's response to its international obligations under the Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)<sup>4</sup>. OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – that monitor the treatment of and conditions for detainees.
6. CQC has regulatory responsibilities, under the Care Act 2014, in relation to registered healthcare providers. If the associated fundamental standards are not met, enforcement action can be taken by CQC. Inspectors will take account of the existing standards and regulations relating to the Health and Social Care

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<sup>1</sup> Secure Training Centre Rules 1998 The Secure Training Centre Rules 1998; [www.legislation.gov.uk/ukxi/1998/472/contents/made](http://www.legislation.gov.uk/ukxi/1998/472/contents/made).

<sup>2</sup> The Education and Inspections Act 2006; [www.legislation.gov.uk/ukpga/2006/40/section/146](http://www.legislation.gov.uk/ukpga/2006/40/section/146).

<sup>3</sup> Convention on the Rights of the Child; [www.unicef.org/crc](http://www.unicef.org/crc).

<sup>4</sup> *Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment*, Office of the High Commissioner for Human Rights, 2006; [www.ohchr.org/EN/ProfessionalInterest/Pages/OPCAT.aspx](http://www.ohchr.org/EN/ProfessionalInterest/Pages/OPCAT.aspx).

Act 2008<sup>5</sup> and the inter-collegiate standards for the health of young people in secure settings.<sup>6</sup>

## Frequency of inspection

7. Each secure training centre is subject to an annual inspection in accordance with a service level agreement with the Youth Justice Board acting on behalf of the Secretary of State for Justice.
8. The timing of an inspection is influenced by an assessment of:
  - the outcomes of previous inspections
  - advice received from the Secretary of State or the Youth Justice Board
  - information received from the secure training centre
  - other relevant information received by Ofsted, HMIP or CQC.
9. Where there are significant concerns about a secure training centre between the annual inspections, an additional inspection may be carried out if agreed by the Youth Justice Board, Ofsted, HMIP and CQC. The specific aspects of the evaluation schedule that will be inspected at an additional inspection will be agreed on a case-by-case basis.

## Notice given for inspection

10. Inspections, including monitoring visits, are unannounced.

## Inspectors

11. All inspections are led by one of Her Majesty's Inspectors (HMI). Inspection teams consist of Ofsted social care inspectors, inspectors from HMIP, a specialist HMI for learning and an inspector from the CQC. During the first part of the inspection, researchers from HMIP and the lead inspector will survey the views of all young people to help inform the lines of enquiry.

## Inspection activity

12. Programmed inspections will usually take place over seven days, spread over two consecutive weeks. Inspectors may choose to visit the centre during a weekend if it is considered necessary. This may mean that an inspection commences during a weekend.

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<sup>5</sup> Health and Social Care Act 2012; [www.legislation.gov.uk/ukpga/2012/7/contents/enacted](http://www.legislation.gov.uk/ukpga/2012/7/contents/enacted).

<sup>6</sup> *Healthcare standards for children and young people in secure settings*, Royal College of Paediatrics and Child Health, 2013; [www.rcpch.ac.uk/child-health/standards-care/service-configuration/secure-settings/children-and-young-people-secure-s](http://www.rcpch.ac.uk/child-health/standards-care/service-configuration/secure-settings/children-and-young-people-secure-s).

13. Inspections will focus on the experiences of young people in the secure training centre by:
  - listening to and talking with young people
  - observing interactions between staff and young people
  - observation of key meetings and activities
  - gathering views from stakeholders such as parents and carers, the local authority designated officer or equivalent, police involved in child protection and/or public protection work, social workers, youth offending teams and the local safeguarding children board
  - examination of records and key documents, including young people's files and electronic surveillance records, including closed circuit television
  - inspection of the centre's premises and facilities
  - interviews with managers, staff and volunteers.

## Summary evaluation schedule criteria for the full inspection

14. The experiences and progress of young people in all areas of their lives are central to the inspection.
15. The inspection framework includes the evaluation criteria:
  - to describe the characteristics of good in the judgement of **overall effectiveness**, taking into account:
    - the safety of young people
    - promoting positive behaviour
    - the care of young people
    - the achievement of young people
    - the resettlement of young people
    - the health of young people
    - the effectiveness of leaders and managers.
  - for outstanding, requires improvement and inadequate that are derived from good as the minimum benchmark.
16. Inspectors will make their judgements on a four-point scale:
  - outstanding
  - good
  - requires improvement

- inadequate.

## **Making judgements and using the grade descriptors**

17. Inspectors use the descriptors of good as the benchmark against which to grade and judge performance. Inspectors consider evidence against the evaluation criteria for outstanding, good, requires improvement and inadequate before making a judgement. A judgement of good is made where inspectors conclude that the evidence overall sits most appropriately with a finding of good. This is what inspectorates describe as 'best fit'. Examples of practice may be used to support more than one judgement.
18. **The judgement about the safety of young people is a key judgement.** This means that a judgement of inadequate for the safety of young people will always result in a judgement of inadequate for overall effectiveness. Where the safety of young people is judged to require improvement, this does not automatically limit the overall effectiveness judgement to requires improvement. The influence on the overall judgement will depend on the nature and extent of the weaknesses.
19. If inspectors judge any other judgement areas of provision to be inadequate, this is likely to lead to an overall effectiveness judgement of inadequate and certainly not a judgement that exceeds requires improvement. The influence on the overall judgements will depend on the nature and extent of the weaknesses.
20. Ofsted will immediately advise the Youth Justice Board of a judgement of inadequate for the overall effectiveness of a secure training centre.
21. Inspectors exercise professional judgement to determine the importance of evidence. Judgements are based on a carefully balanced consideration of the impact on young people. Inspectors also identify any areas of outstanding practice and priorities for improvement.
22. For all young people, the expectation is that care and practice are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender identity, language, race and sexual orientation. This joint inspection framework operates on the basis that only good is good enough for young people, whether that is in respect of their care or education. It sets out what good looks like as the expectation for the care of all young people living in a secure training centre. Inspection reports will set out what a secure training centre needs to do to improve.
23. Secure training centres must meet statutory requirements, including those in the Secure Training Centre Rules 1998 (Statutory Instrument 1998/472)<sup>7</sup> and

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<sup>7</sup> The Secure Training Centre Rules 1998; [www.legislation.gov.uk/uksi/1998/472/contents/made](http://www.legislation.gov.uk/uksi/1998/472/contents/made).

those in relation to disabled children and young people and those who have special educational needs.<sup>8</sup>

24. Compliance with statutory requirements will not necessarily lead to a judgment of good or outstanding.

## Overall effectiveness

25. Inspectors will consider evidence and judgements from across the evaluation schedule before arriving at the overall effectiveness judgement. They will take into account the extent to which the secure training centre is meeting young people's needs across the seven judgements.

## Good

26. The judgement for overall effectiveness is likely to be good if the following apply.
- Young people become increasingly safe and feel safe because of the actions staff take to support and protect them. Safeguarding concerns are responded to promptly and effectively. Young people are able to develop trusted relationships with staff and any concerns that they raise are taken seriously. Young people have unrestricted access to a range of independent advocacy services. They are treated with dignity and respect for their human rights at all times and without discrimination.
  - The centre's rules are fair and understood by young people and are available to them in an accessible format. Incentives and sanctions are proportionate, highly motivational and individualised, leading to improved behaviour. The use of restraint or single separation is proportionate and necessary to prevent serious harm to young people. It is used in strict accordance with the legislative framework to protect the young person and those around them.<sup>9</sup>
  - Planning and care provided for young people focuses clearly on their progress, promotes personal responsibility and is highly sensitive to their diverse and individual needs. Young people and, as appropriate, family members are fully involved in planning. Targets are ambitious but realistic.
  - Young people are effectively engaged in learning and make good progress in their education. Learning packages are individualised, based on a thorough and timely assessment of young people's needs and abilities and consistent with sentence planning and personal development goals.

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<sup>8</sup> *Special educational needs and disability code of practice: 0 to 25 years*, Department for Education and Department of Health, 2015; [www.gov.uk/government/publications/send-code-of-practice-0-to-25](http://www.gov.uk/government/publications/send-code-of-practice-0-to-25).

<sup>9</sup> The Secure Training Centre Rules 1998; [www.legislation.gov.uk/uksi/1998/472/contents/made](http://www.legislation.gov.uk/uksi/1998/472/contents/made).



- The broad and diverse health needs of all young people are actively promoted and addressed effectively throughout their time at the centre, leading to demonstrable evidence of improved physical and mental health for young people. Effective resettlement for all young people, based on good continuity of care and strong partnership working, is at the heart of the centre's activities and is clearly focused on reducing the likelihood of reoffending.
- Leaders and managers are visible and accessible. They have a firm understanding of the centre's strengths and weaknesses and can demonstrate that the help and support provided to young people has led to improvements in their lives. Young people's views contribute systematically and regularly to improvements. The centre is properly staffed and resourced to meet the needs of the young people. Staff are suitably skilled and experienced and have access to high quality training and supervision.

### **Outstanding**

27. The judgement for overall effectiveness will be outstanding if the following apply, in addition to meeting the requirements of a good judgement.
- Professional practice at the centre consistently exceeds the standard of good and results in sustained improvement to the lives of young people. There is significant evidence of change and improvement for young people because of the actions of the staff working at the centre. There is strong evidence of exceptional progress for young people, taking into account their starting points. Staff are able to evidence the sustained benefit they have had in making a difference to the lives of young people in their care. There are examples of excellent practice that are worthy of wider dissemination.
  - Research-informed practice, some of which may be innovative, continues to develop from a strong and confident base, making an exceptional difference to the lives and experiences of young people.

### **Requires improvement**

28. Overall effectiveness will be judged to require improvement if the centre is not yet delivering good help and care for young people. The weaknesses identified by inspectors need to be addressed to fully support young people's progress and experience and to mitigate risk in the medium and long term. However, there are no serious or widespread failures that result in young people's welfare not being safeguarded and promoted.

### **Inadequate**

29. The judgement for overall effectiveness will be judged as inadequate if there are serious or widespread failures that mean young people are not safe or their welfare is not promoted or safeguarded, or if their care and experiences are poor and they are not making progress.

## The safety of young people

### Good

30. The judgement for the safety of young people is likely to be good if the following apply.
- Young people become increasingly safe and feel safe because of the actions staff take to support and protect them. They know how to complain or raise concerns. They are confident in the process. There is a strong, robust and proactive response from staff that reduces the risk of harm or actual harm to young people. Staff know and understand the indicators that may suggest a young person is suffering or is at risk of suffering harm<sup>10</sup> and they take the appropriate and necessary action in accordance with local procedures and statutory guidance.<sup>11</sup>
  - Safeguarding concerns are immediately shared with the local authority in the area where the concerned professional is working and a record of that referral is retained. There is evidence that the referral has been followed up quickly and that action has been taken to protect the young person from further harm.
  - Young people can identify a trusted adult who they can talk to about any concerns. They report that adults listen to them and take the concerns that they have raised seriously. Where young people have been or are at risk, a trusted adult has been instrumental in helping them to be safe in accordance with agreed local procedures.
  - Young people are supported and protected and informed appropriately about the action the adult is taking to share their concerns. Parents and carers are made aware of concerns and their consent sought in accordance with local procedures, unless doing so would increase the risk of or actual harm to a young person. Each young person has a level of independent support and/or advocacy appropriate to their needs and wishes, which ensures that all matters are enquired into thoroughly with proper outcomes and resolution.
  - Young people are transferred between the centre and other destinations in a safe, timely and non-stigmatising manner. Young people feel safe and supported on admission, during their first night, and throughout their time at the centre. Their immediate welfare needs are met promptly. They are given the opportunity to contact their parents and carers or previous carers, as appropriate.

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<sup>10</sup> This includes the risk of or actual sexual exploitation, running away, bullying, accidents, neglect and abuse.

<sup>11</sup> *Working together to safeguard children*, Department for Education, 2015; [www.gov.uk/government/publications/working-together-to-safeguard-children--2](http://www.gov.uk/government/publications/working-together-to-safeguard-children--2).

- Searching of young people and their environments is proportionate to risk, kept to a minimum, undertaken with sensitivity and respect and in accordance with all relevant legislation, codes of practice and guidance. Young people are only subject to a full search if there are sufficient concerns to warrant this. They are never forcibly subject to full searches by centre staff. Searching of young people is subject to senior management authorisation and good quality risk assessments, with clear records being kept of these. Young people understand the searching policy.
- Any risks associated with young people offending, misusing drugs or alcohol, self-harming, absconding, being radicalised or being sexually exploited are known by the adults who care for them and shared with the local authority children's social care services. Risks are reviewed regularly and there is regular and effective liaison with other agencies, including the case-holding youth offending team (YOT), where appropriate.
- Robust risk management protects young people, while enabling them to take age-appropriate and reasonable risks as part of their growth and development.
- The physical environment of the centre is clean, tidy and maintained to a high standard. Any damage or wear and tear is quickly and regularly repaired.
- Young people are protected and helped to keep themselves safe from radicalisation, extremism, bullying, homophobic behaviour, racism, sexism, and other forms of discrimination. Incidents of alleged discrimination, including where human rights have been contravened, are identified and investigated promptly by a suitable independent person. Findings are acted on decisively.
- Staff understand the risks posed by adults or young people who use the internet to bully, groom or abuse young people and have well-developed strategies in place to keep young people safe and to support them in learning how to keep themselves safe. Leaders oversee the safe use of electronic and social media when the young people are on site and take action immediately if they are concerned about bullying or risky behaviours.
- Incidents of self-harm are effectively minimised. Trends in self-harming behaviour are analysed regularly to identify any potential underpinning triggers and to ensure that care planning arrangements are effective.
- Young people at risk of self-harm or suicide are identified from the point of referral and admission onwards and benefit from effective multi-disciplinary assessment, care planning, clinical treatment and support. The physical environment is safe, secure and protects young people from harm or the risk of harm.
- Up-to-date and effective arrangements are in place between the secure training centre and the local emergency services to ensure that young people, staff and visitors are fully protected in the event of an emergency.

- Written procedures for managing allegations of harm to a young person are available to, and understood by, all staff and carers. They know how to make a complaint and how to manage whistleblowing or other concerns about the practice of adults in respect of the safety and protection of young people. There is evidence that the procedures are used.
- Young people have unrestricted access to a range of independent advocacy services, as well as senior managers within the centre, the external line manager, the Youth Justice Board monitor and religious leaders.
- Security information/intelligence is used effectively and acted on appropriately to keep young people safe. Young people's access to activities and services is not adversely affected by an unnecessarily restrictive approach to security.

### **Outstanding**

31. The judgement regarding the safety of young people is likely to be outstanding if the following apply, in addition to meeting the requirements of a good judgement.
- Staff are highly experienced, skilled and find consistently creative ways to help and protect young people. Proactive and creative safeguarding practice means that all young people, including the most vulnerable, have a strong sense of safety and well-being. Innovative and research-informed practice makes a positive and enduring difference to the lives and experiences of young people. There are examples of excellent practice that are worthy of wider dissemination.
  - There is strong evidence that the centre is minimising any unnecessary risks to the safety of young people. Systematic risk assessment and risk management improve the protection of young people. Risk assessments are reviewed and updated in response to changes to the resident group.
  - Professionals consistently report that the help and protection that young people receive is of an exceptionally high standard.

### **Requires improvement**

32. The safety of young people will be judged to require improvement when the centre is not yet demonstrating the characteristics of good. However, there are no serious or widespread failures that result in young people not being safe, or feeling safe.

### **Inadequate**

33. The judgement on the safety of young people will be inadequate if there are serious or widespread failures that result in young people being unsafe, or feeling unsafe.

## Promoting positive behaviour

### Good

34. The judgement is likely to be good if the following apply.

- Young people's behaviour is improving and there is evidence of a reduction in inappropriate behaviour. The centre ensures that young people have clear and appropriate boundaries that they understand. Staff model high standards of behaviour. There are clear, fair rules that are consistently applied. Behaviour management is appropriate to each young person's individual characteristics and promotes responsible behaviour and positive well-being.
- Young people are empowered by consistently applied incentives and sanctions that are proportionate, highly motivational and individualised, leading to improved behaviour and progress.
- When young people receive sanctions, they understand why and how decisions have been made. They have prompt opportunities to restore their incentives in line with their individual needs and care plan and are enabled to appeal against sanctions if they wish to do so. Sanctions are clearly recorded, appropriate and proportionate.
- Any restraint or restriction of liberty is used proportionately, in strict accordance with the legislative framework<sup>12</sup> to protect the young person and those around them, including compliance with their human rights.
- Restraint is used for the minimum amount of time necessary, by trained staff. Staff show good vigilance and anticipation of behaviour changes and deploy diversionary techniques to avoid conflict occurring or escalating. De-escalation tactics are used effectively to calm situations quickly after they have arisen.
- Due regard is paid to the impact on other young people who are witness to a restraint. Restraints are discussed with young people, once they are calm, by someone of sufficient seniority and impartiality who was not involved in the incident. Any concerns raised by young people are followed up urgently and they are kept fully informed of action taken. Young people are confident in the process and are able to express freely their version of the incidents. This is recorded in their own words. Outcomes are clear.
- Debriefs consider the entire incident, explore reasons for the behaviour and identify decisive and appropriate actions to support young people and staff in order to prevent reoccurrence. Recording is thorough and effective. The result of actions following debriefs are evaluated for effectiveness.

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<sup>12</sup> Section 37 and 38, Secure Training Centre Rules 1998;  
[www.legislation.gov.uk/ukxi/1998/472/contents/made](http://www.legislation.gov.uk/ukxi/1998/472/contents/made).

- Health staff ensure that young people’s health is unimpaired during all incidents of physical restraint. Effective and timely support is provided from health staff who liaise well with other staff. Full medical assessments of the young people involved are completed and appropriate support is provided promptly after each incident.
- Restraint techniques involving the intentional use of pain are not used.
- Staff make improvements to their practice from reviewing positive behavioural management incidents.<sup>13</sup>
- Young people are not separated from their peers as a means of punishment or solely because they are unwilling or unable to participate in activities.<sup>14</sup> Young people are only separated from their peers if it is properly assessed that their immediate safety, or the safety of others, is at risk. Young people are made fully aware of the reasons for the separation and are given the opportunity later to discuss incidents with a suitable member of staff. Recording explains clearly the reasons for the separation and includes the views of the young person involved, in their own words. When used appropriately, separation from their peers has a positive impact on young people’s behaviour. Successful reintegration of the young person into their peer group is achieved as soon as possible.
- Offending behaviour and responsible citizenship programmes enable young people to address and improve their offending behaviour and other behaviours, such as gang membership, that cause themselves or others distress or harm. Young people have an increasing understanding of the impact of their previous offending behaviour.
- Conflict management is highly effective and includes the appropriate use of restorative practices. This results in firm evidence of improved relationships within the centre, increased sense of personal responsibility and a reduced likelihood of further involvement in the youth justice system.
- Young people have good opportunities within and outside the centre to offer reparation. The involvement of family members and community based professionals in the young person’s intervention plan helps them to continue making a positive contribution after their discharge.

## Outstanding

35. The judgement for promoting positive behaviour is likely to be judged outstanding if, in addition to meeting the requirements of a good judgement:

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<sup>13</sup> *Managing the behaviour of children and young people in the secure estate: code of practice*, Youth Justice Board, 2006:

[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/354003/yjb-behaviour-management-secure-estate-children-young-people.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/354003/yjb-behaviour-management-secure-estate-children-young-people.pdf).

<sup>14</sup> This is ‘single separation’ as set out in the *Independent review of restraint in juvenile secure settings*, Department for Education, 2008. These principles apply where children and young people are kept separately from the group but accompanied by staff.

- there is evidence that professional practice consistently exceeds the standard of good and the behaviour of young people shows measurable improvement
- there is substantial evidence of research-informed practice, some of which may be innovative, that makes a significant contribution to promoting positive behaviour from young people, making an exceptional difference to the lives and experiences of young people. There are examples of excellent practice that are worthy of wider dissemination.

### **Requires improvement**

36. The promotion of positive behaviour will be judged to require improvement when it does not yet meet the criteria for good. However, there are no serious or widespread failures in the centre's management of young people's behaviour.

### **Inadequate**

37. The promotion of positive behaviour will be judged as inadequate if there are serious or widespread failures in the centre's promotion of positive behaviour.

## **The care of young people**

### **Good**

38. The judgement is likely to be good if the following apply.
- Young people's positive engagement and well-being are suitably prioritised and promoted. Young people's individual and diverse needs are at the heart of all activity.
  - Young people are promptly provided with full information about daily routines and life in the centre in ways that suit their individual needs and level of understanding.
  - Comprehensive information is shared systematically and consistently between all parts of the centre, contributing to demonstrable improvements in the well-being of young people. Written records are made and held securely. Those records are shared appropriately where necessary and with the necessary consent. Young people are confident that confidentiality is maintained appropriately.
  - Assessment and planning for young people are of a consistently high quality and address all their diverse needs across all areas of practice. Plans are regularly reviewed and appropriate changes made as a result. Regular planning meetings and reviews are attended by the right people, set clear targets for improvement and result in improved outcomes for young people. Young people contribute fully to planning for their future. Parents, carers, and other significant people are encouraged and enabled to contribute to all aspects of planning for young people and are kept informed of progress.

- Relationships between staff and young people are based on mutual respect. Staff behave in a consistent way and respond fairly to all young people's diverse needs. The staff group is able to meet young people's needs in terms of age, disability, ethnicity, faith or belief, gender, gender identity, language, race and sexual orientation. Staff deployment ensures that young people's individual needs are met sensitively.
- Key workers and other allocated staff within the centre effectively support young people, who value the help that they receive. Case managers have a good understanding of the welfare and progress of the young people they are responsible for. They proactively help them to access services and respond to issues they raise.
- Staff and managers understand and respond routinely and effectively to the impact of living in the secure training centre on young people, including those young people who may be parents, or living away from home. Young people are helped to maintain good relationships and contact with their family or carers if this is beneficial for them.
- Contact between young people, centre staff and community-based professionals is proactively promoted.
- Young people are encouraged to take personal responsibility for looking after their rooms and communal areas to a high standard and they are helped by staff to develop independent living skills.
- Specific support, including advocacy and translation services, are made available to young people who speak English as an additional language and to those who may have communication difficulties.
- Young people are able to practise their faith and observe religious beliefs in a respectful and safe environment. Young people demonstrate increasing tolerance of the whole community and understand the richness that diverse groups bring.

## **Outstanding**

39. The care of young people will to be judged as outstanding if:

- there is an exceptional and sustained quality of care that makes a significant contribution to improving the emotional well-being of almost all young people
- there is substantial evidence of research-informed care practice, some of which may be innovative, that improves the experiences of young people. There are examples of excellent practice that are worthy of wider dissemination.

## **Requires improvement**

40. The care of young people will require improvement if the centre does not yet meet the criteria for good. There are, however, no serious or widespread



failures in the care of young people that result in their welfare not being safeguarded or promoted.

### **Inadequate**

41. The judgement on the care of young people will be inadequate if there are serious or widespread failures in the care of young people that result in their welfare not being safeguarded and promoted.

## **The achievement of young people**

### **Good**

42. The judgement is likely to be good if the following apply.
- There is substantial evidence that young people are learning well and making good progress in their education while they are at the secure training centre.
  - A thorough assessment of each young person's learning needs commences at the point of admission and is continued and reviewed throughout their stay at the secure training centre. Young people benefit from a flexible and balanced curriculum of learning and enrichment activities throughout the week, tailored to individual needs and wishes.
  - Disabled young people and those who have special educational needs benefit from high quality and effective education, health and care (EHC) plans. When the provision in the EHC plan is no longer appropriate, the responsible local authority or health services commissioner is satisfied that the special education and health provision is appropriate.
  - Where there are concerns that a young person has special educational needs and/or a disability and does not have an EHC plan, YOTs and those responsible for education in custody should bring the young person to the attention of the local authority for an EHC needs assessment.
  - Young people enjoy their learning and attend activities regularly and punctually.
  - Young people are involved in reviewing and monitoring their progress towards the achievement of agreed individual learning goals that are realistic and challenging. They are helped by constructive feedback on their progress that gives a clear understanding of how they can improve.
  - Young people benefit from information, advice and guidance that promote their learning and meet their immediate and longer-term needs.
  - Learning programmes include an introduction to the world of work through vocational training and work-based learning.
  - The learning and skills and work provision actively promotes equality and diversity, tackles discrimination and narrows any achievement gap. As a

result, there are no significant variations in the progress and achievement of different groups of young people while they are at the centre.

- Facilities and resources meet the diverse needs of young people and provide safe and effective support for learning. Young people know how to work safely and are helped to do so.
- Young people's programme of education and training fully takes into account sentence planning and personal development goals. Young people who are allowed to spend time out of the secure training centre undertake activities that promote personal development and employability opportunities.
- Cohesive and effective multi-disciplinary working contributes to significant progress in young people's learning.

### **Outstanding**

43. The achievement of young people is likely to be judged outstanding if there is substantial evidence of highly effective or innovative practice that makes a significant and sustained contribution to ensuring good progress and achievement for young people. There are examples of excellent practice that are worthy of wider dissemination.

### **Requires improvement**

44. The judgement on the achievement of young people will be judged to require improvement if it does not yet meet the criteria for 'good'. There are, however, no serious or widespread failures to promote the achievement of young people.

### **Inadequate**

45. The judgement on the achievement of young people will be inadequate if there are serious or widespread failures to promote their achievement.

## **The health of young people**

### **Good**

46. The judgement is likely to be good if the following apply.
- The physical and mental health needs of individual young people are identified accurately and met promptly on arrival at the centre and throughout their stay. Health assessments take the underlying problems that contribute to young people entering secure training centres into careful account.
  - Actions to meet health needs are clearly outlined in young people's health care plans and linked to overall training and transition plans. Health professionals work collaboratively with other professional disciplines.

- Arrangements are made with external health providers to ensure continuity of health treatment when a young person arrives at the centre and after they leave.
- The physical and mental health of young people is actively and effectively promoted during their time in the centre, including good opportunities for regular exercise, leading to clear improved health outcomes overall. Young people enjoy a balanced diet.
- There is a designated member of staff to lead on mental health issues. Young people know who they can talk to if they are worried about their thoughts or feelings.
- Commissioners and health providers ensure the provision of appropriate and high quality healthcare for young people in secure settings.
- Young people who have been assessed as safe to do so administer their own prescribed medication in a manner that does not put them or other young people at risk.
- Young people have continuity of education and social activity when receiving medical treatment, according to their assessed needs.
- Pregnant young women are fully supported by appropriately trained staff. They and their babies are provided with a safe, supportive and comfortable environment that focuses on the care and development of the baby and the mother's well-being.
- There are clear links between a comprehensive, up-to-date and effective health strategy and robust policies and procedures that cover:
  - medicines management
  - communicable disease
  - infection control
  - safeguarding
  - information-sharing
  - emergency plans
  - mental health
  - early identification and response to risk of self-harm and suicide ideation.

## Outstanding

47. The health provision for young people is likely to be judged outstanding if the following apply, in addition to meeting the requirements of a good judgement.
- There is evidence that professional practice consistently exceeds the standard of good and results in strong and enduring improvements in the health of young people.

- Effective integrated working leads to highly beneficial outcomes for young people with complex health needs.
- Innovative healthcare has made a demonstrably positive difference to young people within the centre. There are examples of excellent practice that are worthy of wider dissemination.

### **Requires improvement**

48. The judgement on the health provision for young people will be judged to require improvement if it does not yet meet the criteria for good. There are, however, no serious or widespread failures to promote and ensure the health of young people.

### **Inadequate**

49. The judgement on the health provision for young people will be inadequate if there are serious or widespread failures to promote and ensure the health of young people.

## **The resettlement of young people**

### **Good**

50. The judgement is likely to be good if the following apply.
- Effective work on resettlement begins at the point of admission and continues throughout the young person's stay. Young people are very well supported to make a positive transition from custody into the community or to another secure or open establishment. Support from different services is well coordinated so that the young person experiences good continuity of support.
  - Young people demonstrate a knowledge and understanding of, and confidence in, their resettlement plans.
  - Well-established links at all levels between the secure training centre and external providers of services contribute to successful resettlement.
  - The centre monitors the progress of young people in education, employment and training after their release. Effective work takes place as appropriate with community agencies such as YOTs, education providers and health professionals to improve the sustainability of placements.
  - Young people are actively supported to gain the social, educational, recreational, vocational and practical skills that will help them to cope successfully when transferred or discharged back to the community.
  - Positive contact between young people and their family and friends supports young people's successful return to the community and reduces the likelihood of re-offending.

- Support is individually tailored to the needs of young people who are serving indeterminate or long sentences.
- Resettlement plans take account of the young person's vulnerability at the point of discharge or transition.
- Reoffending rates of young people who have been released are monitored in order to assess the effectiveness of the offending behaviour interventions undertaken within the centre prior to release. Interventions are refined and improved as a result.
- Mobility (planned and approved time out of the centre) and temporary release on licence are used effectively and prepare young people for their return to the community.
- The risks that some young people may present to the public on their release are assessed and managed robustly during their time in the secure training centre, during discharge planning and on release. Multi-agency public protection arrangements (MAPPA) are in place when necessary and take full account of all information known about the young person, including all relevant aspects of their behaviour while at the centre. The centre keeps copies of information that it passes on to other agencies that assume responsibility for or have oversight of the young person after their discharge from the centre.
- The centre works with relevant agencies to ensure that young people are discharged to suitable, sustainable and safe accommodation that meets their needs. Any concerns are raised with the relevant agencies and the outcomes of actions taken as a result are recorded.
- Resettlement plans take full account of the specific needs and vulnerabilities of young people subject to remand, including those young people who may not be entitled to post-release local authority support as a looked after child or care leaver.
- Effective arrangements are in place to identify young people who are looked after or who are care leavers. All planning for such young people, including discharge and resettlement plans, ensures that they are aware of, and receive, their full entitlement of support from statutory services.

## Outstanding

51. The resettlement of young people is likely to be judged outstanding if, in addition to meeting the requirements of a good judgement there is evidence that professional practice consistently exceeds the standard of good. There is substantial evidence of highly effective or innovative practice, incorporating high quality partnership working, which contributes considerably to excellent resettlement planning and sustained positive outcomes, including reduced levels of reoffending. There are examples of excellent resettlement work that are worthy of wider dissemination.

## Requires improvement

52. The judgement on the resettlement of young people will be judged to require improvement if it does not yet meet the criteria for good. There are, however, no serious or widespread failures in the resettlement of young people that result in young people not having their welfare safeguarded and promoted.

## Inadequate

53. The judgement on the resettlement of young people will be inadequate if there are serious or widespread failures in the resettlement of young people that result in young people not having their welfare safeguarded and promoted.

## The effectiveness of leaders and managers

### Good

54. The judgement is likely to be good if the following apply.
- The centre is led and managed efficiently and effectively by a suitably experienced and skilled director.
  - Leaders and managers consistently demonstrate and communicate their high expectations to staff about sustaining improvement. The centre clearly sets out its values and objectives. Senior leaders and managers are visible and accessible to both staff and young people.
  - The quality and impact of practice is regularly and systematically evaluated through rigorous performance management monitoring, auditing, quality assurance and analysis in order to drive improvements for young people. Lessons arising from complaints are used effectively to improve the service. As a result, senior managers have an excellent understanding of the strengths, weaknesses and impact of the centre's practice, policies and procedures. Timely and decisive improvement action is taken as a result. Leaders and managers can demonstrate the impact that living at the centre has had on individual young people.
  - The centre works proactively and effectively with local authorities to ensure that the responsibilities towards looked after young people and care leavers are met.
  - No individuals or groups of young people are adversely affected on account of their age, disability, ethnicity, faith or belief, gender, gender identity, language, race and sexual orientation.
  - Young people's views are routinely sought and contribute to improvements across all judgement areas. Young people are able to use a suitably wide range of media to express their views.
  - There is clear evidence of continuing improvement since the previous inspection. The recommendations from the previous inspection are met in full.

- External managers provide effective challenge and support through regular observation of practice and robust monitoring of outcomes.
- The centre is properly staffed and resourced. The staff team, including volunteers, is stable, suitably vetted, qualified and competent to deliver high quality services to young people. The staff team works collaboratively to provide consistency and stability. There are clear responsibilities and accountabilities and the staff team has a sense of shared ownership about its practice. Staff work together to address difficult and challenging issues and develop a consistent and shared approach. Staff report that they are well led and managed and there is evidence to support this.
- Training for staff is challenging and relevant to the needs of young people and leads to improvements in practice.
- Managers and staff receive regular and effective supervision that is focused on young people's experiences, needs, plans and feedback. Supervision is well recorded. There is effective support and challenge to ensure that the professional development of staff and leaders results in the right environment for good practice to thrive. The emotional impact of the work on staff is recognised and managed by leaders and managers.
- Leaders and managers understand current legislative requirements, research and practice developments in the sector. They share these effectively with staff to improve the quality of service and to inform training.
- Leaders and managers understand their specific duties and responsibilities in relation to disabled young people and those who have special educational needs and they ensure that those needs are fully assessed and met.
- The centre's effective engagement with the local safeguarding children board (LSCB) positively contributes to keeping young people safe in the secure training centre and in the external community.

## Outstanding

55. The judgement on the effectiveness of leaders and managers will be outstanding if, in addition to meeting the requirements of a good judgement, leaders and managers:
- provide a clear strategic direction based on a strong vision that takes into account the views and needs of all those involved in the life of the centre. They are highly influential in improving the lives of all young people at the centre and in improving practice across all judgement areas
  - have demonstrably high aspirations for young people; they inspire staff to provide high quality support and care for young people that result in lasting improvements to their lives
  - are innovative and generate creative ideas to sustain the highest quality care, support and guidance for young people. They know the centre's strengths and weaknesses well and can provide evidence of continuous

improvement over a sustained period. Relationships between the centre and partner agencies ensure the best possible experiences for young people.

### **Requires improvement**

56. The effectiveness of leaders and managers will be judged to require improvement if the characteristics of good leadership and management are not in place. Where there are weaknesses in practice, leaders and managers have identified the issues and have plans in place to address them or they are less serious and there is capacity to take the necessary action.

### **Inadequate**

57. The judgement on the effectiveness of leaders and managers will be inadequate if the progress, experiences, care or protection of young people are inadequate and leaders and managers have not been able to demonstrate sufficient understanding of those failures or the action they have taken. They do not know the strengths and weaknesses of the centre and have been ineffective in prioritising, challenging and making improvements. The centre fails to work effectively in partnership with others in the best interests of children and young people.



## Reporting findings

58. A single report will follow each inspection. The report will set out the inspection findings using text and grades, organised under the headings below.

### Report contents

Overall effectiveness	Grade
Areas for improvement	No grade
About this inspection	No grade
The safety of young people	Grade
Promoting positive behaviour	Grade
The care of young people	Grade
The achievements of young people	Grade
The resettlement of young people	Grade
The health of young people	Grade
The effectiveness of leaders and managers	Grade
Service information	Brief contextual information about the secure training centre, to include population statistics and a facts page

59. The draft report will normally be sent within 25 working days of the end of the inspection to the director of the secure training centre for a factual accuracy check and to the Youth Justice Board.
60. The director of the secure training centre or their representatives will return the draft report to Ofsted with any comments on factual accuracy within five days (30 working days after the end of the inspection).
61. Ofsted will respond to comments on factual accuracy. The final report setting out the inspection findings will be sent to the director of the secure training centre and the Youth Justice Board within 39 working days of the end of the inspection.
62. The final report will be published simultaneously on the Ofsted, HMIP and CQC websites within 40 days of the end of the inspection.

## Communication and feedback

63. Inspectors will provide regular opportunities for dialogue and feedback during the inspection. Should any child protection concerns arise during the inspection, inspectors will immediately inform the director of the secure training centre so that enquiries can be made and action taken. The notification to the director will be confirmed in writing at the earliest opportunity. A written response from the director detailing what action has been taken will be required.
64. At the conclusion of inspection fieldwork, oral feedback detailing headline findings, judgements and preliminary grades will be given to the director and invited senior managers. In the absence of the director of the secure training centre, feedback will be provided to the most senior manager who is available. Any areas for immediate action will be fully explained.

## Confidentiality

65. Ofsted, HMIP and CQC will take all appropriate steps to ensure that information provided to inspectors is treated sensitively in ways compliant with the Data Protection Act 1998. Wherever possible, information will remain confidential to the inspection team. However, where Ofsted considers that any information indicates the likelihood of harm, the necessary information will be passed to the secure training centre and local authority's child protection staff for immediate consideration and action. Evidence gathered during inspections may also be subject to disclosure under the Freedom of Information Act 2000, although the identity of named individuals will not normally be disclosed.

## Quality assurance

66. Quality assurance is the action taken to ensure that an inspection is performed to the required standard that is expected by users, commissioners, providers and the inspectorates. As part of this, suitably qualified and experienced inspectors from each of the partner inspectorates will be appointed as quality assurance managers to undertake this aspect of work. As the lead inspectorate, a senior manager from Ofsted will oversee the delivery of the inspection and quality assure the draft report for consideration by other inspectorates.
67. The lead inspector has overall responsibility for ensuring that all the evidence gathered is robust, reliable and secure and that each member of his or her team of inspectors is professionally accountable for assuring the quality of their work. Therefore, all judgements reached by the inspection team will be fully supported by the available evidence.
68. Each inspection will normally be visited by a quality assurance manager during the course of inspection fieldwork. They will speak to the lead inspector, inspection team members, managers and other staff, and, where possible, users and other stakeholders. They will also attend any inspection team meetings taking place during their visit. They will always seek views from the

director and his or her staff about the conduct of the inspection, and sample the quality of evidence, the way it is gathered and the use to which it is put.

69. Ofsted, on behalf of partner inspectorates, will ask the secure training centre to complete a short evaluation form following each inspection. This will be used to help deliver the inspectorate's commitment to continuous improvement.
70. All inspection reports will be subject to quality assurance processes. This will include the partner inspectorates coming to a shared view about style, content and integrity before it is cleared for factual accuracy checking at draft stage or for subsequent publication. In the event of partner inspectorates being unable to agree its content, managers from each of the partners will be required to review the report and its evidence and secure an agreed version. This process is not normally expected to delay publication of the report as the partner inspectorates are committed to ensuring that secure training centres are provided with timely reports.

## Conduct during the inspection

71. All inspectors must uphold the highest professional standards in their work, and ensure that everyone they encounter during inspections is treated fairly and with respect. The code of conduct requires inspectors to:
  - evaluate objectively, be impartial and inspect without fear or favour
  - evaluate provision in line with the inspection frameworks specifically developed by the inspectorates
  - base all evaluations on clear and robust evidence
  - have no connection with the provider that could undermine their objectivity
  - report honestly and clearly, ensuring that judgements are fair and reliable
  - carry out their work with integrity, treating all those that they meet with courtesy, respect and sensitivity
  - endeavour to minimise the stress on those involved in the inspection
  - act in the best interests and prioritise the well-being of service users
  - maintain purposeful and productive dialogue with those being inspected, and communicate judgements clearly and frankly
  - respect the confidentiality of information, particularly about individuals and their work
  - respond appropriately to reasonable requests
  - take prompt and appropriate action on any safeguarding or health and safety issues
  - follow required health, safety and security procedures.

## Expectations of secure training centres

72. It is essential that inspectors and secure training centre staff and managers establish and maintain a professional working environment based on courteous and professional behaviour. Inspectors are expected to uphold the code of conduct, but the inspectorates also expect secure training centre staff and managers to:
- be courteous and professional
  - apply their own codes of conduct in their dealings with inspectors
  - enable inspectors to conduct their visit in an open and honest way
  - enable inspectors to evaluate the provision objectively against the standards/framework
  - provide evidence that will enable the inspector to report honestly, fairly and reliably about their provision
  - work with inspectors to minimise disruption, stress and bureaucracy
  - ensure the health and safety of inspectors while on their premises
  - maintain a purposeful dialogue with the inspector or the inspection team
  - draw any concerns about the inspection to the attention of inspectors promptly and in a suitable manner
  - respect that inspectors will wish to observe practice and talk to staff without the presence of a manager
  - respect that inspectors will wish to talk to young people without the presence of a manager or member of staff.

## Complaints

73. The great majority of our work is carried out smoothly and without incident. If concerns do arise during an inspection, they should be raised with the lead inspector immediately so that they can be resolved while the inspection is taking place. If this is not appropriate, or not resolved the matter should be raised with the quality assurance manager. Issues, if necessary, will be referred to the relevant inspectorate.
74. There are established arrangements for secure training centres to raise concerns about the factual accuracy of the findings in the report after the inspection. If it has not been possible to resolve concerns through these means, a formal complaint may be lodged in accordance with Ofsted's complaints policy. Where complaints refer to the actions of inspectors from HMIP or CQC, they will be passed to the relevant inspectorate to respond.
75. Normally, a complaint can be made at any stage during an inspection or up to 30 calendar days from the date of publication of any report or letter. Lodging a

complaint will not normally delay publication of the report. Where this is not possible, complaints will be investigated in accordance with Ofsted's published complaints procedure. The complaints procedure, which sets out how providers or young people can complain about their inspection and what will happen to their complaint, is available on Ofsted's website at:

[www.gov.uk/government/organisations/ofsted/about/complaints-procedure](http://www.gov.uk/government/organisations/ofsted/about/complaints-procedure).

76. Complaints should be made in writing, by email to [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk) or by post to:

Application, Regulatory and Contact Team  
Ofsted  
Piccadilly Gate  
Store Street  
Manchester  
M1 2WD.