



Inspection handbook: secure training centres

Guidance for the inspections of secure training centres from September 2015

This guidance is designed to assist inspectors from the Office for Standards in Education, Children's Services and Skills (Ofsted), Her Majesty's Inspectorate of Prisons and the Care Quality Commission when conducting inspections of secure training centres. It should be read in conjunction with 'Inspections of secure training centres: the inspection framework, evaluation schedule and grade descriptors', published in July 2015.

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Introduction

1. This guidance is designed to assist inspectors from the Office for Standards in Education, Children's Services and Skills (Ofsted), Her Majesty's Inspectorate of Prisons (HMIP) and the Care Quality Commission (CQC) when conducting inspections of secure training centres in England. Secure training centre (STC) providers can use the guidance to see how inspections are conducted.
2. It should be read in conjunction with 'Inspections of secure training centres: the inspection framework, evaluation schedule and grade descriptors', published in July 2015.¹
3. Ofsted is authorised to lead and to inspect STCs jointly with HMIP and CQC under the Education and Inspections Act 2006,² which enables Her Majesty's Chief Inspector (HMCI) to act jointly with another public authority for the efficient and effective exercise of his/her functions.
4. CQC has regulatory responsibility 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 against the identified healthcare provider.
5. Individual inspections of STCs are commissioned under the terms of a service level agreement between the inspectorates and the Youth Justice Board (YJB). The service level agreement reflects the requirements of the above legislation. All inspections are unannounced.
6. Programmed inspections of STCs will take place on an annual basis. However, where there is significant concern about the performance of a STC, the YJB can request an additional inspection. The details and the focus of additional inspections will be agreed on a bespoke basis between the YJB and Ofsted, HMIP and CQC.
7. All inspections will be led by an Ofsted HMI. The inspection team will comprise a minimum of one Ofsted social care inspector, two inspectors from HMIP, a specialist Ofsted HMI for learning and skills and an inspector from CQC.

Scheduling and team deployment

8. 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

¹ *Inspections of secure training centres: the inspection framework, evaluation schedule and grade descriptors*, Ofsted, 2015 www.gov.uk/government/publications/inspecting-secure-training-centres-framework

² Education and Inspections Act 2006, schedule 13, paragraph 7; www.legislation.gov.uk/ukpga/2006/40/schedule/13.

commences during a weekend and is likely to increase the number of onsite days from seven to eight.

9. During the first part of the inspection, two HMIP researchers will undertake a survey of all young people. The lead inspector and, on occasions, another inspector will also be on site. In addition to carrying out some inspection functions, they will be available to the researchers for advice and guidance. The lead inspector will use the themes emerging from the survey to help plan the focus and content of the inspection activity in the second week. The evidence gathered in the first week will form the inspection briefing for the inspection team who will carry out the fieldwork phase of the inspection in the second full week.

Timeframe

10. The usual timeline for inspections, including preparation, on-site work and the publication of the inspection report, is outlined in the following table.

Day	Inspection activity
1	Lead inspector and HMIP researchers arrive on site
2	Lead inspector and HMIP researchers remain on site
3	Off-site team planning
4–8	Full inspection team on site (afternoon of day seven team judgement meeting off site)
9	Feedback to STC and young people
9	Report drafting team
11	Draft sections from team to LI
11-13	LI completes first draft
13	Report sent to operational lead manager/QA Ofsted
13-17	Report amended/completed
17–24	Draft report sent to relevant senior managers in Ofsted, HMIP and CQC for quality assurance and return
25	Report sent to STC and YJB for factual accuracy check
30	Factual accuracy comments returned by STC and YJB to Ofsted
31–38	Multi-inspectorate sign-off
39	The final report sent under embargo to the STC and YJB
40	The final report published on the Ofsted website

11. The lead inspector, or assigned deputy, will advise the centre of any adjustments to the timeline and to the arrangements to inspection activity outlined in paragraphs 20-47, above, and in further detail in paragraphs 20-48 below, when an inspection commences during a weekend.

Deferrals

12. Inspections will not normally be deferred. An absence or unavailability of key staff, or accommodation issues such as refurbishment, will not constitute reasons for deferral.
13. Deferrals will only be made where going ahead with the inspection might place people at risk or where the ability to gather secure evidence is severely restricted. Such conditions might be:
 - serious weather conditions making access to sites difficult and/or dangerous for inspectors, young people and staff
 - a serious incident, where the presence of an inspector would impact adversely on the safety and well-being of young people in the STC.
14. Decisions about deferrals are agreed by the responsible Ofsted director, in consultation with senior staff in partner inspectorates.

Pre-inspection activity

15. Inspectors are allocated time to prepare for the inspection. Inspectors will look at the information that the inspectorates already hold about the service, including:
 - the outcome of the survey of young people
 - findings from other relevant Ofsted inspections
 - relevant data provided by the STC to the YJB
 - information in the public domain, for example Local Safeguarding Children Board minutes.
16. The lead inspector will carry out an analysis of the available evidence and information and provide the inspection team with a pre-inspection briefing. It will identify key lines of enquiry, any areas of apparent weakness or significant strength and areas where further evidence needs to be gathered. The focus of the inspection may change during its course as further evidence emerges.

Gathering views to inform the inspection

17. Inspectors will analyse the findings of the inspection survey carried out by the research team during the first two days. The material will be used to formulate lines of enquiry that inspectors will pursue during the course of the inspection. The researchers will ensure that any young person with communication difficulties or young people for whom English is not their first language are assisted to complete the survey and contribute to the inspection.

18. Where possible, inspectors will seek the views of parents, youth offending team staff, social workers and other relevant professionals who may be visiting and accessible on-site during the inspection.
19. Inspectors will take account of views expressed to them by young people, staff and other stakeholders in forming their judgement about the performance of the STC or identifying areas for further attention during the inspection.
20. Once the inspection has commenced, the lead inspector will ask the STC to notify all young people and other relevant stakeholders of the inspection, and to provide them with details of how they may share their views with inspectors.

Inspection activity³

Day one: notifying the STC and requesting information

21. The lead inspector will usually notify the Director (or the most senior manager on site in the absence of the Director) an hour before the inspectors arrive on site and begin their inspection activities.. As part of this telephone call, the lead inspector will also arrange to meet with the director or the most senior manager available at the earliest opportunity. **The non-availability of the director or another senior manager will not delay the start of the inspection.**
22. The lead inspector will arrive on site at the STC at a time agreed with the director, but at least by 10am. Researchers from HMIP will also arrive on site on the same day.
23. Upon arrival, the inspectors will confirm their identity by producing their Ofsted, HMIP or CQC identity badges. It is not necessary to carry paper copies of Disclosure and Barring Service (DBS) checks. At the earliest opportunity, the lead inspector will notify the YJB monitor of the inspection.
24. The lead inspector will meet with the director to set up arrangements for the inspection and outline expectations. The researchers will outline their methodology to the director of the STC and agree a suitable way forward that enables all the young people to participate in the survey, if they so wish, while minimising any disruption to their education and other scheduled tasks and activities.
25. The lead inspector will ask the STC to provide details of all the young people residing in the STC. The STC should provide details of their ages, gender, ethnicity and any relevant information, which will assist their participation in the survey, such as their literacy and comprehension levels. The STC should, in

³ As explained in paragraph 10, the lead inspector, or assigned deputy, will advise the centre of any adjustments to the timeline and to the arrangements to inspection activity when an inspection commences during a weekend

particular, identify those young people who are due for release during the next two weeks. This basic information about young people will be used by the HMIP researchers.

26. The STC will be asked for a list of opportunities for inspectors to directly observe practice – for example, regular scheduled internal meetings and individual young people’s reviews taking place during the on-site inspection. This information must be provided to the lead inspector by 5pm on day 2 of Week One. This will inform the timetable for the inspection team.
27. The STC will be asked to arrange opportunities for inspectors to talk directly with young people about their experiences (see paragraph 37). This will include young people who have left the STC over the past four months. The STC is expected to maintain details of these young people including their destinations and community-based contacts details. The STC should seek consent from children and parents or carers to enable inspectors to speak to them. Some young people including those who have recently left and those who are currently resident will be tracked in more detail. This may include speaking to the young person, their allocated supervising officers and parents/carers. If the young person and/or their parent/carer withhold consent, the STC should set out the reasons given for refusal. This information must be provided to the lead inspector by 5pm on day 2 of Week One. This will inform the timetable for the inspection team.
28. The STC will be asked to advise the lead inspector of any sensitive or personal issues relating to any young people at the centre. This includes details of, for example, any recent internal or external events of significance to the young person such as bereavement, incidents of concern within the STC, and plans for moving. All vulnerable or dangerous young people who pose a significant threat to themselves or to others should be highlighted for the inspectors’ and researchers’ attention. This information will be shared within the inspection team to ensure that full account is taken of the welfare of the young people and that any unnecessary distress can be avoided or minimised. Inspectors will respect the privacy and confidentiality of personal information at all times.
29. The lead inspector will ask the STC to provide the data outlined at Annex A and any additional essential supplementary information. The lead inspector will receive this information as soon as is practical, but it must be made available by 5pm on day 3 of Week One. The completed form will generate lines of enquiry and inform some inspection findings.
30. In addition to the above, during the initial meeting with the STC director, the lead inspector will:
 - provide an opportunity for the director to explain the centre’s context, key strengths and challenges
 - provide further information about the scope of the inspection if necessary

- outline the format and methodology of the inspection
 - agree arrangements to meet regularly with the director – ‘keep in touch’ meetings - including the scope and timing of the meetings
 - agree the time, venue and attendance at the final feedback meeting a week on Friday (Day 8)
 - agree practical arrangements for the inspection team such as work space, access to files and information technology systems, including any staff support needed to access the systems
 - identify a link support person for the inspection and arrangements for interviewing staff. It is important that the link person has ready access to the director to be able to respond to the lead inspector’s requests
 - gain an understanding of how relevant local area services such as the safeguarding hub and the local safeguarding children board are operating. Any issues pertinent to the STC should be shared with the lead inspector
 - advise the director of the contact details of the lead inspector, inspection team members and the senior manager(s) from the inspectorates who are responsible for quality assurance of the inspection
 - clarify whether there are any serious incidents that are awaiting notification or have been notified to the YJB or local authority designated officer recently. This should include significant and current investigations (including police investigations) and/or serious case reviews or local issues of high media interest
31. The lead inspector will agree an outline timetable for the inspection. This will take into account the inspector’s area of responsibility, the centre’s regular meeting schedule, and any meetings scheduled regarding individual young people.
32. Inspection activities will include:
- listening and talking to young people, which will include conducting a survey of all young people’s views about their personal experience of the centre
 - observing interactions between staff and young people in their residential units, in education/school, during leisure and meal times
 - looking at key scheduled activities and meetings such as handover of information between staff
 - observation of young people’s experience at bedtime
 - gathering views from external partners and stakeholders such as youth offending team workers and social workers
 - case file reading
 - examination of relevant records, such as medication records

- careful review of all data and analysis relevant to the judgement areas, such as data relating to restraint, single separation and child protection concerns
 - discussions with external partners such as social work and police staff from the local safeguarding hub and the independent chair of the Local Safeguarding Children Board
 - discussions with STC managers and staff.
33. The inspection will specifically focus on gathering evidence and making judgements against the evaluation schedule. The detail of activities undertaken and discussions held will vary depending on the lines of enquiry for each individual inspection.

Listening and talking to young people

34. The views and experiences of young people residing at the STC are central to the inspection and provide key evidence in assessing outcomes against the evaluation schedule. Inspectors will take every opportunity to meet with young people during the inspection. Inspectors will take into account the specific communication needs of the young people.
35. Inspectors should involve young people in inspection activity wherever they can. Opportunities to gather the views and experiences of young people will be coordinated by the lead inspector and may include:
- asking young people to show inspectors around parts of the STC
 - holding structured meetings (as a general guideline, a meeting should not include more than four young people)
 - having one-to-one conversations
 - observing leisure activities
 - assisting young people who are responsible for preparing snacks or drinks
 - spending mealtimes with young people
 - outdoor activities.
36. Inspectors will assess how well the STC consults with young people. The views of young people obtained by the STC will also be taken into account as part of the inspection evidence.
37. Inspectors will demonstrate safe and sensitive practice by:
- following health and safety guidance within the STC, including complying with security requirements and the advice provided
 - ensuring centre staff are aware when a young person is talking privately with an inspector so that full account can be taken of the safety and security of both the young person and the inspector(s). At the end of all discussions

with young people, inspectors will ensure that STC staff are aware of the young people's whereabouts

- explaining to young people that inspectors will not usually identify individuals when giving feedback to STC managers about the views of young people, unless the young people wish for their identity to be shared. When safeguarding concerns have been raised, the young person/people will be advised that the information suggesting that they or another young person is at risk of harm will be passed by the lead inspector to an appropriate person who is able to take the necessary action.

Young people who have recently left the STC

38. Inspectors will seek the views of young people who have recently left the STC. This will only be possible where young people have consented to be contacted by an inspector. Annexes B and C provide pro formas for STCs to use to record the consent of young people and their parents/carers to be contacted following their discharge from the centre. This could be completed on admission, at a young person's final review, an exit interview or at a time suitable for the young person and their parent/carers.
39. If written consent is available, an inspector will arrange for a sample of young people to be telephoned to seek their views on their experiences at the STC.
40. If consent is not available, the lead inspector will ask the director to provide a list of young people who have left the STC in the past four months. The lead inspector will identify a small sample of the young people, including young people:
 - who have moved to live back with their family
 - who are looked after by the local authority
 - who have moved onto independent living
 - who have moved to another secure setting.
41. The lead inspector will ask the director to arrange for this sample of young people to be contacted to seek their consent to be contacted by an inspector.

Gathering views from stakeholders

42. The director will be expected to provide contact details of current stakeholders at the beginning of the inspection. Inspectors will consult a selected sample to inform inspection findings. This will usually be through a telephone call during the inspection. This group may include youth offending workers, social workers, advocates, school staff, local police, the local authority designated officer, the independent chair of the local safeguarding children board, YJB staff, and independent visitors.

43. Inspectors should always take account of privacy and confidentiality requirements when talking to stakeholders on the telephone during the inspection.

Case file reading

44. Inspectors will examine a sample of young people's case files. This part of the inspection will include discussions about plans with young people and their key staff. Lines of enquiry will reflect the evaluation schedule.
45. Paper or electronic personnel records will be reviewed by an inspector to inform the evaluation schedule.

Examination of policies and procedures

46. Inspectors may examine policies and procedures to check compliance with statute or the STC Rules 1998⁴. Where inspectors identify any deficiencies in policies or procedures, they will establish the impact of these on young people and whether the shortcomings are serious or widespread.

Interviews with the STC director, managers, staff and volunteers

47. Individual interviews will be held with the STC director, managers and other permanent and contracted staff and volunteers working in the STC at the time of inspection.
48. In making plans to carry out these interviews, inspectors should be ready to alter arrangements if staff have to attend to the needs of young people within the STC.
49. The interview with the director should address:
- issues that the inspector wishes to explore that have arisen from pre-inspection planning
 - follow-up on progress in response to previous areas for improvement, which will include establishing the impact on, and outcomes for, young people
 - the plans for future development of the STC
 - the arrangements for staff supervision and management oversight across the STC
 - a summary of how the centre is meeting the needs of the young people in the STC and improving their outcomes

⁴ The Secure Training Centre Rules 1998; www.legislation.gov.uk/uksi/1998/472/contents/made.

- any further evidence the director may wish to highlight to the inspector.

The use of restraint and other restrictive physical interventions

50. Inspections address the welfare of vulnerable young people living away from home whose liberty is lawfully limited by a criminal court. Each inspection will include a rigorous evaluation of behaviour management and the safety of young people, including the use of restraint, single separations and sanctions.
51. Inspectors must inform the director and the YJB of all cases where they believe that physical intervention has been applied contrary to the law, guidance and STC rules. In doing so, the inspector will ensure that any child protection implications are properly followed up.

Child protection and safeguarding concerns

52. If any concerns arise about the safety of young people during the course of the young people's survey, the information will immediately be passed to the lead inspector who will determine whether the matter should be referred to the director for them to take any required action. The young person concerned will be informed as soon as possible. Young people will be reminded that they were told before they completed the survey that there are occasions when their comments cannot be kept confidential. In these circumstances, they will be reassured that only information essential to their safety and well-being and those of other young people will be shared. The inspection team will always be informed of these events and their outcomes.
53. If serious matters arise during the on-site inspection phase, such as a failure to follow child protection procedures and/or that a young person is discovered to be at immediate risk of harm, the inspector concerned will always take action to secure the immediate safety of the young person. The lead inspector and the STC director will be notified at the first opportunity. Inspectors should always follow Ofsted's safeguarding policy.⁵ When required, a referral, endorsed in writing, will be made to the appropriate local authority children's services and the YJB will be informed of the action and the reason for it. The director will be expected to provide the inspection team with a full written account of events and any further action at the earliest reasonable opportunity and thereafter as necessary.
54. All researchers and inspectors will be alert to vulnerable young people who are at risk of self-harm or suicide. The inspection team will evaluate the quality of service provided to these young people to identify their particular needs and to

⁵ *Safeguarding children and young people and young vulnerable adults policy*, Ofsted, 2015; www.gov.uk/government/publications/ofsted-safeguarding-policy

provide individual packages of care and support throughout their time in the centre.

Recording evidence

55. Evidence recorded in evidence notebooks should be clear, evaluative and sufficient for supporting judgements and as proof of the young people's experience within the STC. Evidence should not include anything that could identify individual staff, individual young people or family members except where this is necessary for the protection of a child or to ensure that the evidence is sufficiently transparent to support further action. In these instances, inspectors can use initials of staff and young people.
56. Evidence will be scrutinised for quality assurance purposes and thereafter considered in the event of any complaint.

Inspection findings

57. Inspectors will share emerging findings throughout the inspection at regular team meetings. The initial inspection team will meet on-site at 11 am on day 2 of the inspection. The purpose of this meeting is to:
 - discuss information about the key issues arising from the preparatory work, including any lines of enquiry
 - share knowledge of the local area and local priorities
 - confirm tasks and responsibilities, ensuring that team members are supported and able to provide challenge to each other
 - agree practicalities and arrangements for team meetings and keeping in touch with the director
 - reinforce health and safety and security requirements
 - clarify which inspectors will observe scheduled meetings and visits
58. Inspectors will use the descriptors that are set out in the inspection framework for the inspection of STCs as the benchmark against which to grade and judge performance.⁶

Inspection feedback

59. Throughout the inspection, the lead inspector will share with the director emerging findings about the STC's key strengths and weaknesses. Shortfalls that could have an immediate impact on the safety and well-being of young

⁶ *Inspections of secure training centres: the inspection framework, evaluation schedule and grade descriptors*, Ofsted, 2015; www.gov.uk/government/publications/inspecting-secure-training-centres-framework

people will be brought to the attention of the director, or senior member of staff on duty, as soon as possible.

60. The inspectors who are leading on the judgements relating to the achievement and the health of young people will offer separate and specific feedback about their findings to centre managers before the final feedback. This is to enable more detail to be provided and for STC managers to clarify any technical and compliance issues.
61. At the end of the inspection, the lead inspector will give oral feedback on the main findings and provisional judgements. The lead inspector and the director will agree who should attend the feedback meeting.
62. At the feedback, inspectors will:
 - cover the main findings of the inspection against the evaluation schedule, including both strengths and weaknesses
 - indicate likely areas for improvement with a clear agenda for improvement
 - be balanced and include positive comments as well as highlighting any areas for development
 - use the grade descriptors to indicate how the inspection team has arrived at its judgements
 - confirm that Ofsted will send the report to the director (copied to the YJB) in draft for comments on factual accuracy (see 'Timeframe' at paragraph 9 above)
 - inform that, where the healthcare provider has not met the required standards, CQC will confirm this and provide a requirement notice (Annex E) for the relevant healthcare provider for comments on factual accuracy at the same time as the draft report
 - confirm that where CQC has issued a requirement notice that they will also issue a requirement letter (Annex F) once the requirements have been agreed
 - confirm that a summary of the report will be sent for the young people alongside the final report.
63. Inspectors will not provide a written summary of the inspection or written feedback in advance of the inspection report. The director of the STC and their senior colleagues may choose to take their own notes.
64. Where possible and agreed at the outset of the inspection, the lead inspector will arrange a brief headline feedback to be given to an agreed group of young people.

Quality assurance

65. Quality assurance is undertaken to ensure that an inspection is of the quality needed and expected by users, providers and Ofsted, CQC and HMIP. As part of this, inspectors will be suitably experienced in the areas they are inspecting and quality assurance managers will be sufficiently experienced and skilled to undertake this aspect of work.
66. All inspectors are expected to undertake quality assurance of their own and other inspectors' work during inspections. The lead inspector has overall responsibility for ensuring that all the evidence gathered is robust, reliable and secure. Therefore, all judgements reached by the inspection team will be supported by available and triangulated evidence.
67. Inspection teams will be usually visited by one or more managers from Ofsted, the CQC and HMIP who have responsibilities for quality assurance. They will support the quality assurance processes and will discuss the inspection with 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. The quality assurance managers will always seek views from the STC and/or partners on the conduct of the inspection, and scrutinise the way that evidence has been gathered and used by reviewing, where necessary, inspectors' individual evidence notebooks. The quality assurance manager(s) will also be present throughout the judgement meeting. By matching the text of the proposed feedback to the evidence discussed and documented in evidence notebooks, they will ensure the integrity of the inspection findings and preliminary judgements.
68. After the draft report has been produced, each inspectorate will agree the report for factual accuracy checking and final publication. It is anticipated that, on most occasions, this process will be completed without difficulty. However, in the event of a failure to agree, each of the three inspectorates will appoint a suitably qualified manager to enable resolution to be achieved. This process should not delay the publication timeline.
69. Within three weeks of the fieldwork phase of each inspection, Ofsted, on behalf of all inspectorates, will ask the STC to complete a short post-inspection evaluation questionnaire, which will be used to improve the quality of inspections.
70. The YJB will share with Ofsted, as lead inspectorate, a copy of the post-inspection action plan produced by and received from the STC.

Concerns

71. The great majority of Ofsted's work is carried out smoothly and without incident. If concerns arise during an inspection, these should be raised with the lead inspector as soon as possible during the inspection visit. This provides an

opportunity to resolve the matter before the inspection is completed. Any concerns about the factual accuracy of the findings in the report can be raised after the inspection and will be considered as part of the quality assurance process.

Complaints

72. If it has not been possible to resolve concerns through the process detailed in paragraph 70, a formal complaint can be raised under Ofsted's complaints procedure: www.gov.uk/government/publications/complaints-about-ofsted.
73. Lodging a complaint will not normally delay the publication of the final inspection report.

Annex A: Request for information at inspection

Name of secure training centre:	
Name of person completing the form:	
Designation:	
Date:	

The information outlined at (1), (2) and (3) is required by 12 noon on the second day of site inspection activity (first week on-site). This is essential to begin planning the indicative timetable for the inspection team and begin contacting young people who have recently left the centre and/or other significant adults. Other information should be provided **at the latest** by 5pm on the third day of the inspection (usually Thursday) in Week One.

Details of young people at the centre and those recently left	
1	<p>The current population of centre by: name, unique identifier, age, gender, ethnicity, legal status, sentence type and duration, home area, date of release – particularly highlighting those due for release during the inspection period or shortly thereafter.</p> <p>This should specifically highlight those young people who have an identified learning disability or other learning style requirement (particularly important for the survey of young people undertaken on days 1 and 2 of the inspection)</p>
2	<ul style="list-style-type: none"> ■ A list of all young people who have left the centre in the past four months by: name and their contact phone number; ■ name of parent/carer; status of parent/carer (e.g. to signify if child is living with their own family or is 'looked after' elsewhere) and their contact phone number; ■ name of YOT worker and YOT team and their contact phone number; ■ name of social worker, which local authority, and their contact phone number (if the young person has a social worker); <p>The lead inspector will identify those young people, parents/carers and community professionals they wish to contact</p> <ul style="list-style-type: none"> ■ confirmation for each young person, parent/carer and community professional that their permission has been secured for follow-up contact from an inspector.
3	<p>Timetable of significant events during the inspection including: any young people's planning meetings and reviews; child protection meetings and conferences; planned admissions, discharges; and details of any family or professional visits.</p>

Staffing	
4	Number of staff who have left and those started since the last inspection. State if any leavers were dismissed or left while capability or disciplinary issues were being actively considered
5	Staff sickness rates during the previous 12 months
6	Total number of staff employed and contracted; details of staff vacancies and turnover rate in both categories
7	Number of current disciplinary actions, including the number and details of any suspended staff
8	Current organisation structure of secure training centre with names of all senior staff and job titles
The functioning and activities of the centre	
9	Any improvement action plan(s) since the previous inspection
10	The centre's strategic plan(s)
11	Copies of the centre's current policies in relation to: safeguarding; searching; restraint; handcuffing; separation (or equivalent term in use within the centre); rewards and sanctions scheme; and use of anti-ligature clothing
12	Minutes of the three most recent internal safeguarding board (or equivalent body) meetings
13	Any other reports on safeguarding issues produced since the last inspection
14	Copies of any reports/analysis on restraint including the most recent annual report
15	Copies of any reports/analysis of assaults on staff/other young people
16	Copies of any reports/analysis of complaints and grumbles including the number of complaints from young people and number of young people involved
17	Copies of any reports/analysis of allegations made against staff including the number and type of allegations made against staff and number of young people involved
18	Number and type of referrals to the local authority's children's services department
19	Number and type of referrals to the local authority designated officer (LADO)
20	Copies of any reports/analysis of time spent alone by young people – also clarify terminology used to describe this and the circumstances in which it is enforceable
21	Copies of any reports/analysis of bullying and anti-bullying approaches
22	Copies of any reports/analysis of the rewards and sanctions scheme
23	Details of quantity, purpose, and type of time spent outside the centre by young people, specifying if ROTL
24	Numbers/volume of enhanced visits over past twelve months
25	Numbers/volume of use of anti-ligature clothing over past twelve months
26	Numbers/volume of use of handcuffing within the centre over the past twelve months
27	Copies of any reports/analysis of resettlement activity

28	Any other regular meetings held within the centre not mentioned in this Annex – copies of minutes over last three months/three sets of minutes (whichever is most applicable)
Education and training data requirements	
29	Position statement (this can take the form of a business plan, a self-evaluation form or a self-assessment report)
30	Staffing lists and what they teach/train
31	Timetables for education and training
32	Units of accreditation
33	Complete programme/course accreditation
34	Performance information, which sets out the individual educational progress of young people
Other information	
34	Any other issues that we need to take into consideration during the inspection

Annex B: Inspection contact consent form - young person

Inspection contact consent form

This form provides the opportunity for a young person who is shortly to leave a STC to give written consent for the centre to pass their contact details to an inspector at the next inspection. This will enable an inspector to contact the young person to ask for their views about their experiences while staying at the STC.

STC:	
Responsible local authority area:	
Young person's name:	
Young person's contact details: (phone, mobile and/or email)	
Date of discharge:	
Discharged to:	
Young person's parent/carer details: Please select status:	<p>Please circle status below:</p> <p>parent guardian carer (e.g. foster carer, residential childcare officer – please specify)</p>
Young person's parent/carer details: (Name, address, landline/mobile phone numbers)	
Details of the local authority YOT practitioner (name, office address, email, landline/mobile phone numbers):	
Details of the local authority social worker (if applicable) (name, office address, email, landline/mobile phone numbers):	

Details of the young person's Independent Reviewing Officer (if applicable) (name, office address, email, landline/mobile phone numbers):	
STC link practitioner:	
Chair of final review:	
<p>I understand and consent to the details contained in this form being passed to an inspector the next time this STC is inspected. I am happy for an inspector to contact me by phone, text or email to hear my views about my experience while I was staying at this STC. I understand that these personal details will be destroyed once the inspector has contacted me. I understand that I can change my mind if I do not want to speak to an inspector in the future.</p>	
Young person's signature	Signature of STC staff member requesting consent on behalf of the inspectorates
Please print name of young person:	Please print name of STC staff member:

Annex C: Inspection contact consent form – parents/carers

Inspection contact consent form

This form provides the opportunity for a parent/carer of a young person who is shortly to leave a STC to give written consent for the centre to pass their contact details to an inspector at the next inspection. This will enable an inspector to contact the parent/carer to ask for their views about their experiences of the STC.

STC:	
Responsible local authority area:	
Young person's name:	
Date of discharge:	
Discharged to:	
Young person's parent/carer details: Please select status:	<p>Please circle status below:</p> <p>parent guardian carer (e.g. foster carer, residential childcare officer – please specify)</p>
Young person's parent/carer details: (Name, address, landline/mobile phone numbers)	
<p>I understand and consent to the details contained in this form being passed to an inspector when this STC is inspected. I am happy for an inspector to contact me by phone, text or email to hear my views about the care provided by the STC. I understand that these personal details will be destroyed once the inspector has contacted me. I understand that I can change my mind if I do not want to speak to an inspector in the future.</p>	

Parent/carer's signature	Signature of STC staff member requesting consent on behalf of the inspectorates
Please print name of parent/carer:	Please print name of STC staff member:

Annex D: Writing the report

74. The lead inspector has overall responsibility for producing a high quality inspection report. The lead inspector should ensure that the report is free of errors before submitting it. Reports should be written in the present tense. However, specific examples of evidence from the inspection should be written in the past tense.
75. The lead inspector will allocate team inspectors' responsibilities to lead evidence gathering for different elements of the framework; this will match the shared responsibilities for drafting sections of the inspection report. It is the lead inspector's responsibility to collate all the information into a final report following fieldwork. The content of each section of the report should address the evaluation criteria and make judgements by applying the grade descriptors for outstanding, good, requires improvement and inadequate. The judgements will reflect the quality of young people's experiences and the outcomes that have been achieved. Examples drawn from the inspection should be used to provide appropriate illustrative evidence about the quality of care provided by the STC.
76. Reports should be concise and based on robust and triangulated evidence and focused on the impact of practice on young people. The rationale for judgements should be clearly explained. Unnecessary description should be avoided. Reports should be written in plain English and free of jargon. A description of the inspection process is unnecessary.

Areas for improvement

77. Areas for improvement should be precise, detailed and focus on outcomes for young people. They must include references to the areas of performance that are hindering improvement. If appropriate, areas for improvement may also focus on helping STCs to maintain and further develop areas of good and outstanding performance. They should be set out against one of the following timeframes: 'immediately', 'within three months', 'within six months'. Doing so will reflect the seriousness of the inspection team's concerns and will help the managers and staff at the establishment understand the priority that they need to give to each issue. Each area for judgement will be cross-referenced to the appropriate paragraph in the text.

Overall effectiveness

78. This section should be a brief summary of the outcomes of the inspection and what they mean for the quality of service experienced and outcomes achieved by the young people. It should succinctly and clearly explain the main reasons for the overall effectiveness judgement. It should highlight any outstanding practice and state clearly the STC's strengths in achieving good outcomes for young people. It must include specific reference to each area for improvement. Where a STC is judged inadequate in terms of overall effectiveness, the YJB will

be informed so that the Secretary of State for Education can take this into account in determining the commissioning and contracting arrangements for the STC.

Summary report for young people

79. The lead inspector will allocate the task of drafting a summary report for young people to an inspection team member.
80. Young people can read the summaries themselves but staff in STCs should use it to talk to young people about the outcomes of the inspection. In addition to individual discussions, we expect that young persons' summary report will be discussed in the first suitable unit meeting following the inspection. This is also stated in the letter that accompanies the inspection report.
81. Summary reports for young people should:
 - include the main findings of the inspection as reflected in the inspection report
 - reflect both strengths and weaknesses consistently in line with the overall judgement
 - include short paragraphs using evaluative sentences, which focus upon the outcomes for young people
 - are written in a consistent style, for example 'we found' or 'the inspector found'
 - include quotes from young people, when appropriate, but not identify the young person or young people.

Annex E: CQC requirement notice

Provider:

XXXX

Registered location: XXXX, XXXX

Location ID: XXXX

Regulated activity:

Requirement Notice

Action we have told the provider to take

Regulation	
How the regulation is not being met:	
Regulation	
How the regulation is not being met:	
Regulation	
How the regulation is not being met:	
Regulation.	
How the regulation is not being met:	
Regulation	
How the regulation is not being met:	

Annex F: CQC requirement letter



CQC HSCA Compliance
Citygate
Gallowgate
Newcastle upon Tyne
NE1 4PA

Telephone: 03000 616161
Fax: 03000 616172

www.cqc.org.uk

Our reference: XXXXX

XXXXX
Nominated individual
Director of Governance and Corporate Development
XXXX Partnership NHS Foundation Trust
XXXXX
XXXXX
XXXX
XXXX

Care Quality Commission Health and Social Care Act 2008

Date/month/year

XXXXX NHS Foundation Trust
Registered location: XXXXX
Location ID: XXXX

Regulated activities: XXXXXX

Dear XXXXXX

Joint inspection of XXXXX in week commencing XX XXXXX

We are now in a position to provide you with outcome information from the joint inspection of Secure Training Centre (STC) XXXX, led by Ofsted during the week commencing date/month/year. We are sending you this information in advance of the joint inspection report because we found areas of practice where the trust needs to make improvements and we felt it would be helpful to you to have this now. You

will be provided with an opportunity to respond to the detailed findings when you receive the draft inspection report from Ofsted.

When the inspection reporting and factual accuracy processes are complete, we intend to issue requirement notices as attached to this letter, which set out the action XXXX NHS Foundation Trust must take to improve. For your information, we have also provided a summary of the evidence that supports these requirements; 'How the regulation was not being met'. These areas for improvement were explained to dental staff during the inspection on date/month/year. Any further recommendations for improvement will be listed in the joint inspection report.

If you have any questions about this letter, you can contact our National Customer Service Centre using the details below. Please include our reference number **XXXXXX** in any communication in relation to this letter as it may cause a delay if you do not:

Telephone: 03000 616161
Email: health-and-justice-inspection-team@cqc.org.uk
Write to: CQC Health & justice Inspections
Citygate
Gallowgate
Newcastle upon Tyne
NE1 4PA

Yours sincerely

Health and Justice Manager

Requirement Notices

<p>Provider: XXXX NHS Foundation Trust Registered Location: XXXX. Location ID: RH5AA Regulated activities: e.g. Treatment of disease, disorder, or injury, Diagnostic and screening and Surgical procedures.</p>	
<p>Action we have told the provider to take The table below shows the regulations that were not being met. The provider must send CQC a report that says what action it is going to take to meet these regulations.</p>	
<p>Treatment of disease of disorder, or injury Diagnostic and screening procedures Surgical procedures.</p>	<p>We found that the registered provider had not assessed the risk of, or prevented, detected or controlled the spread of infections. This was in breach of regulation 12(2)(a)(b) and 15(1)(a)(2) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.</p>
<p>How the regulation was not being met :</p>	
<p>Treatment of disease, disorder, or injury Diagnostic and screening procedures Surgical procedures.</p>	<p>We found that the registered person had not assessed the risk of, or prevented, or detected or controlled the spread of infections. This was in breach of regulation 12(2)(d) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.</p>
<p>How the regulation was not being met :</p>	
<p>Treatment of disease, disorder, or injury Diagnostic and screening procedures Surgical procedures.</p>	<p>We found that the registered person had not assessed the risk of, or prevented, or detected or controlled the spread of infections. This was in breach of regulation 12(2)(h) of the Health and Social Care Act</p>

	2008 (Regulated Activities) Regulations 2014.
How the regulation was not being met :	
Treatment of disease, disorder, or injury Diagnostic and screening procedures Surgical procedures.	We found that the registered person had not established and operated effective systems and processes to monitor and provide assurance about the safety and quality of services. This was in breach of regulation 12(1)(2)(a)(b) and 17(1)(2)(a)(b) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.
How the regulation was not being met :	
Treatment of disease, disorder, or injury Diagnostic and screening procedures Surgical procedures.	We found that the registered person did not protect patients against the risks of receiving unsafe care and treatment by the proper management of medicines. This was in breach of Regulation 12(g) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.
How the regulation was not being met :	