

Inspection of secure training centres

Consultation document

This is a consultation document on Ofsted's proposals for revisions to the framework for inspecting secure training centres. We are seeking the widest possible range of views to ensure that the revised framework takes into account the needs and circumstances of all those who have an interest or expertise in secure training centres. We are particularly keen to hear from people who have been directly involved with centres, including young people, parents and professionals.

The closing date for the consultation is Tuesday 23 June 2015.

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About Ofsted

1. The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages.

Purpose and background to the consultation

2. This consultation seeks your views on proposed aspects of the new arrangements for inspecting secure training centres.¹ Your contribution will help to refine and develop the framework for inspecting the centres.
3. This document sets out our proposals for the judgements that inspectors will make and report on when inspecting secure training centres.
4. Following this consultation, we will evaluate the responses received and, in due course, publish the main findings on our website.
5. We will use the information gathered through the consultation to finalise the revised arrangements for inspection. We propose to publish the framework in July 2015.

Legal basis for inspection

6. The inspection of secure training centres is required in accordance with Rule 43 of the Secure Training Centre Rules 1998 (produced pursuant to Section 47 of the Prison Act 1952, as amended). Her Majesty's Chief Inspector inspects secure training centres in accordance with a service level agreement made pursuant to Section 146 of the Education and Inspections Act 2006.²
7. The joint inspection framework with Her Majesty's Inspector of Prisons (HMIP) and Care Quality Commission (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 for the efficient and effective exercise of his or her functions.
8. The Education and Inspections Act 2006 requires Ofsted to carry out its work in ways that encourage the services it inspects to:
 - improve
 - be user-focused
 - be efficient and effective in the use of resources.

¹ Also referred to as 'centres' in this document, for ease of reading

² The Education and Inspections Act 2006; www.legislation.gov.uk/ukpga/2006/40/section/146.

9. When inspecting secure training centres, Ofsted will give due consideration to the United Nations Convention on the Rights of the Child (UNCRC).³ 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)⁴. OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – which monitor the treatment of and conditions for detainees.

How we inspect

10. 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.
11. 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.
12. 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.
13. Inspections are unannounced. All inspections are led by Her Majesty's Inspector (HMI) from Ofsted. The 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 two days 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.
14. Programmed inspections will usually take place over seven working days spread over two consecutive weeks. However, we are proposing that the revised framework should make it clear that inspectors may choose to visit the centre during the intervening weekend if it is considered necessary to secure a comprehensive evidence base of young people's experiences at the centre.

³ Convention on the Rights of the Child www.unicef.org/crc/

⁴ *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

Changes to inspection

15. The following changes to the existing inspection framework will be implemented in July 2015:
 - a judgement grade of 'requires improvement' to replace the current judgement grade of 'adequate'
 - the evaluation criteria for 'outstanding', 'requires improvement' and 'inadequate' where 'good' is established as the minimum benchmark.
 - the definition of 'requires improvement' and 'inadequate' that are already established with the inspection of services caring for vulnerable children, young people and their families.
16. The introduction of the 'requires improvement' judgement, to replace the 'adequate' judgement, is consistent with other Ofsted inspection frameworks. Aligning judgements across frameworks will enable comparisons to be made and will ensure a consistency of grading. It should also drive improvement and embed the ambition for all STCs to strive to become at least 'good'.
17. The above changes are not subject to consultation.
18. We are seeking views on a revised inspection judgement structure of:
 - overall effectiveness, taking into account:
 - the safety of young people (limiting judgement)
 - promoting positive behaviour (graded judgement)
 - the care of young people (graded judgement)
 - the achievement of young people (graded judgement)
 - the resettlement of young people (graded judgement)
 - the health of young people (graded judgement)
 - the effectiveness of leaders and managers (graded judgement).
19. We propose that the judgement on the safety of young people is a **limiting judgement**. This means that if inspectors judge this area of provision and care to be inadequate, the overall effectiveness judgement will always be inadequate.
20. We propose that all other judgements are **graded judgements**. If inspectors judge any of these 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'.
21. We are also proposing that the inspection timetable may include onsite inspection activity during the weekend between week one and two if necessary.

Making judgements and using the grade descriptors

22. The experiences of young people are at the centre of the inspection.
23. Inspectors will make their judgements on a four-point scale:
 - outstanding
 - good
 - requires improvement
 - inadequate.
24. 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.
25. In addition, inspectors will identify areas of outstanding practice and priorities for improvement. For all children and 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.
26. Ofsted inspection frameworks operate on the basis that only 'good' is good enough for children and young people, whether that is in respect of their care or education. This framework sets out the benchmark for what 'good' looks like at secure training centres. When a centre is not yet good, we will set out where we believe it needs to improve.

The proposals

27. We are seeking your views on four specific proposals.
28. The first proposal concerns the evaluation criteria for the judgements of 'outstanding', 'good', 'requires improvement' and 'inadequate' in each of the judgement areas.
29. The second proposal concerns the judgement structure.
30. The third proposal concerns the limiting and graded judgements:
 - that a judgement of 'inadequate' in the judgement of the safety of young people will always limit the 'overall effectiveness' judgement to 'inadequate'
 - that a judgement of 'inadequate' in other judgements is likely to limit the 'overall effectiveness' judgement to 'inadequate' and certainly to no more than 'requires improvement'.

31. The fourth proposal is:

- that the inspection framework will include the scope to visit at weekends, as necessary, to ensure a secure evidence base of young people's experiences throughout the week.

Proposal 1: that the evaluation criteria clearly describe the characteristics of good and outstanding judgements

32. We are seeking your views on the proposed evaluation criteria for the judgements of good and outstanding in each of the judgement areas as set out after paragraph 26.
33. You can read about the consultation process at paragraph 72. The consultation questions that we would like you to answer start on page 27.

Overall effectiveness

34. 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

35. The judgement for overall effectiveness is likely to be good if:
- Young people are safe and feel safe. Safeguarding concerns are responded to promptly and effectively. Young people are able to develop trusted relationships with staff based on mutual respect 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 at all times.
 - The centre's rules are clear, fair and understood by young people. Incentives and sanctions are proportionate, highly motivational and individualised, leading to improved behaviour and progress. The use of restraint or single separation is used only as a last resort and in strict accordance with the legislative framework⁵ to protect the young person and those around them.
 - Planning and the care provided for young people focus clearly on their progress, the promotion of personal responsibility and are 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.

⁵ The Education and Inspections Act 2006; www.legislation.gov.uk/ukpga/2006/40/section/146

- 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.
- 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 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, resulting in a reduced likelihood of their 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 staffed and resourced adequately to meet the needs of the young people. Staff are suitably skilled and experienced and have access to high-quality training and supervision.

Outstanding

36. The judgement for overall effectiveness will be outstanding if, 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 show the sustained positive impact 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

37. Overall effectiveness will be judged as requires 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

38. The judgement for overall effectiveness will be judged as inadequate if:

- There are serious and/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

39. The judgement for the safety of young people is likely to be good if:

- Young people are safe and feel safe. They know how to complain or raise concerns and understand the process for doing so. 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 harm⁶ and they take the appropriate and necessary action in accordance with local procedures and statutory guidance.⁷
- 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 with whom they can talk about any concerns. They report that adults listen to them and take concerns that they raise 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

⁶ This includes the risk of or actual sexual exploitation, running away, bullying, accidents, neglect and abuse.

⁷ *Working together to safeguard children*, Department for Education, 2013; www.gov.uk/government/publications/working-together-to-safeguard-children.

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 or previous carers, as appropriate.

- 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 or dignity 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.
- Adults who care for young people are aware of any risks associated with young people offending, misusing drugs or alcohol, self-harming, going missing or being sexually exploited and share these with the local authority children's social care service. Risks are reviewed regularly and there is regular and effective liaison with other agencies 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.
- 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 are identified, and investigated promptly by a suitable independent person. Findings are acted upon 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 constantly 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 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, which ensures that young people, staff and visitors are fully protected in the event of an emergency.
- All staff and carers have a copy of and understand the written procedures for managing allegations of harm to a young person. 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

40. The judgement regarding the safety of young people is likely to be outstanding if, 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 and robust 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

- 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

- 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

41. The judgement is likely to be good if:

- Young people's behaviour is improving and there is evidence of a reduction in inappropriate behaviour. The centre ensures young people have clear and appropriate boundaries that they understand. 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 fully engaged with 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 only in strict accordance with the legislative framework⁸ to protect the young person and those around them.
- Restraint is used for the minimum amount of time necessary, by trained staff using approved techniques. 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. Outcomes are clear.
- All incidents of restraint are reviewed, recorded and monitored, leading to appropriate and decisive action. The use of restraint reduces or ceases over time. Records include young people's views of events and details of any sanctions applied.
- Health staff ensure that young people's health is unimpaired during all planned control and restraint incidents. Effective and timely support is provided from health staff. Full medical assessments of the young people

⁸ The Education and Inspections Act 2006; www.legislation.gov.uk/ukpga/2006/40/section/146

involved are completed and appropriate support is provided promptly after each incident.

- Restraint techniques involving the intentional use of pain are not used.
- Staff can articulate improvement to their practice from reviewing positive behavioural management techniques.
- 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.⁹ 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 include the views of the young person involved. When used appropriately, separation from their peers has a positive impact on young people's behaviour.
- 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 for reparation both within and outside of the centre. 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

42. The judgement for promoting positive behaviour 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' 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.

⁹ These principles apply where children and young people are kept separately from the group but accompanied by staff.

Requires improvement

43. 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

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

The care of young people

Good

45. The judgement is likely to be good if:
- Young people's positive engagement and well-being is 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.
 - Assessment and planning for young people is of a consistently high quality and addresses all their diverse needs across all areas of practice. Plans are regularly reviewed and appropriate changes made as a result. Planning meetings and reviews are well-attended, regular and 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 significant others 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 reflects young people's needs in terms of gender, ethnicity and all other protected characteristics. Staff deployment ensures that young people's individual needs are met sensitively.
 - Young people are very well supported by key workers and other allocated staff within the centre. 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.

- The impact on young people of living away from their home is routinely and effectively managed. Young people are helped to maintain good relationships and contact with their family or carer if this is beneficial for them.
- Contact between young people, centre staff and community-based professionals is proactively promoted and leads to good continuity of care.
- 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 whose first language is not English and to those who may have communication difficulties.
- Young people are able to practice 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

46. 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

47. 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

48. The judgement on the care of young people will be inadequate if:

- There are serious and widespread failures in the care of young people that results in their welfare not being safeguarded and promoted.

The achievement of young people

Good

49. The judgement is likely to be good if:

- 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.
- Where a young person has special educational needs or is disabled who has an Education, Health and Care (EHC) Plan, appropriate special education and health care is specified in the plan and provided, or:
 - Where that is not practicable, there is special provision that corresponds as closely as possible to that in the EHC plan, or
 - Where 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, youth offending teams and those responsible for education in custody consider bringing 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, which 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

50. 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

51. The judgement on the achievement of young people will be 'requires improvement' when 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

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

The health of young people¹⁰

Good

53. The judgement is likely to be good if:

- The varied health needs of 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.

¹⁰ Inspectors will take account of the existing standards and regulations relating to the Health and Social Care Act 2008 together with the inter-collegiate standards for the health of young people in secure settings *web links?*

- Actions to meet health needs are clearly outlined in young people’s health care plans and linked to overall training and transition plans.
- Arrangements are made with external health providers to ensure continuity of health treatment.
- The 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.
- Commissioners and health providers ensure that 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, which 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:
 - medicine management
 - communicable disease
 - infection control
 - safeguarding
 - information-sharing
 - emergency plans

Outstanding

54. The health provision for 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’ 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

55. The judgement on the health provision for young people will be 'requires improvement' when it does not yet meet the criteria for 'good'. It therefore requires improvement. There are, however, no serious or widespread failures to promote and ensure the health of young people.

Inadequate

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

The resettlement of young people

Good

57. The judgement is likely to be good if:
- 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.
 - 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 with community agencies, such as youth offending teams and education providers, 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 their 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. Plans are kept under review post-release to ensure that any reduction in support does not result in destabilising the settlement plan. Support is increased when necessary.
 - Re-offending 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) arrangements 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 young people are discharged to suitable, sustainable and safe accommodation, which meets their needs when they leave the centre. Any concerns are raised with the relevant agencies and the outcomes of actions taken as a result are recorded.
- Discharge and resettlement plans for those young people who are looked after or care leavers ensure that they are aware of, and receive, their full entitlement of support from statutory services.

Outstanding

58. 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 that 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

59. The judgement on the resettlement of young people will be 'requires improvement' if it does not yet meet the criteria for 'good'. It therefore requires improvement. There, 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

60. 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

61. The judgement is likely to be good if:

Good

- 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 ethos and objectives. Senior leaders and managers are visible and accessible to both staff and young people.
- The quality and impact of practice across all judgement areas is regularly and systematically evaluated through rigorous performance management monitoring, audit, 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. They take timely and decisive active action to continually improve these. Leaders and managers can demonstrate the impact and value 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 work collaboratively

to provide consistency and stability. There are clear responsibilities and accountabilities and the staff team have a sense of shared ownership about their 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 that this is the case.

- Training for staff is relevant and challenging 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 young people with special educational needs and disability (SEND) and they ensure those needs are fully assessed and met.
- The centre's effective engagement with the Local Safeguarding Children Board (LSCB) contributes positively to keeping young people safe in the secure training centre and in the external community.

Outstanding

62. 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 which 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.
- Leaders and managers 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.
- Leaders and managers 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, partner agencies ensure the best possible experiences for young people.

Requires improvement

63. 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

64. 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.

Proposal 2: that the judgement structure is revised to include separate judgements on the health of young people and the effectiveness of leaders and managers

65. The proposed inspection judgement structure is:
- overall effectiveness, taking account of:
 - the safety of young people
 - the promotion of 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.
66. Judgements on the care of young people and the health of young people would replace the current judgement on young people's well-being. These changes to the judgement structure will enable inspectors to report more distinctly and comprehensively on the care and health of young people, leading to clearer recommendations for improvement and, crucially, explicit judgements on these important areas of practice.

67. It is also proposed that a judgement on the effectiveness of STC leaders and managers is introduced. This will align the framework more closely to other social care inspection frameworks and will enable reports to provide a clearer narrative on the effectiveness of leaders and managers.

Proposal 3: that a judgement of 'inadequate' in the judgement of 'the safety of young people' will always limit the overall effectiveness judgement to 'inadequate'; a judgement of 'inadequate' in other judgements is likely to limit the overall effectiveness judgement to 'inadequate' and in all instances to no more than 'requires improvement'

68. We think it is clear that where inspectors judge 'the safety of young people' as 'inadequate', the 'overall effectiveness' judgement should always be 'inadequate'.
69. We think that a judgement of 'inadequate' in any other judgements would be likely to lead to a judgement of 'inadequate' for the 'overall effectiveness' judgement but certainly no more than 'requires improvement'. In making that final judgement on overall effectiveness, inspectors should take into account the impact of the identified shortfalls on the experiences and progress of young people.

Proposal 4: that the inspection framework will include the scope to visit at weekends, as necessary, to ensure a secure evidence base of young people's experiences throughout the week

70. We believe it is essential that the inspections address young people's experiences throughout the week, including weekends. The revised framework will make it clear that the inspection timetable may include onsite inspection activity during the weekend between week one and two of the inspection timetable if the lead inspector deems it is necessary.
71. We welcome your views on these proposals.

The consultation process

72. We welcome your responses to this consultation paper. The consultation opens on 12 May 2015 and closes on 23 June 2015.
73. The information you provide us with will inform our consideration of changes to the inspection framework for the inspection of secure training centres.

74. We will publish a response to the consultation at the same time that we intend to publish the framework in July 2015.

Sending back your response

75. There are three ways of completing and submitting your response.

Online electronic questionnaire

76. The consultation questions that we would like you to answer are in our online survey that can be located via:
<https://www.surveymonkey.com/r/STCInspection>

Download and email

77. Visit our website to download a Word version of the response form that you can complete on your computer:
<https://www.gov.uk/government/consultations/inspection-of-secure-training-centres>. When you have completed the form, please email it to socialcare@ofsted.gov.uk with the consultation name in the subject line.

Print and post

78. Visit our website to print a Word or PDF version of the response form that can be filled in by hand: <https://www.gov.uk/government/consultations/inspection-of-secure-training-centres>. When you have completed it please post it to:

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