

Inspection report for children's home

Unique reference number	SC402370
Inspector	Mary Timms
Type of inspection	Full
Provision subtype	Residential special school (>295 days/year)

Registered person	Wings Education Limited
Registered person address	Wings Education Limited Fourth Floor, 43-45 Dorset Street LONDON W1U 7NA
Responsible individual	Paul Brosnan
Registered manager	Craig Clark Hoggarth
Date of last inspection	21/01/2014

Inspection date	21/05/2014
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Previous inspection	adequate
Enforcement action since last inspection	No enforcement action has been taken since the last inspection.

This inspection	
Overall effectiveness	adequate
Outcomes for children and young people	good
Quality of care	adequate
Keeping children and young people safe	adequate
Leadership and management	adequate

Overall effectiveness

Judgement outcome	adequate
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An adequate quality of care is provided in this service and good outcomes for young people are clearly evident. Young people's safety and general welfare is supported by the care provided and young people confirm that they feel safe at this home.

Young people receive personalised and well-planned care which supports them to achieve their full potential. They enjoy positive relationships with staff and feel comfortable talking with the staff who work closely with them. Young people are positive about the care that they receive. Comments include 'this feels like my second home and these staff are my second parents'.

A particular strength is the impact the close work between school and residential staff has on young people's education. Attendance is good and young people make progress within their individual education arrangements.

Leaders and managers are very proud of the good outcomes for young people. The management team are confident that the changes they have implemented over recent months will continue to benefit the service and improve outcomes for young people.

As a result of this inspection one requirements and two recommendations are set. The shortfalls identified are not found to significantly impact on children's welfare or safety but are areas where improvement is required. These areas relate to weaknesses in the medication administration system, a clear protocol being required in relation to police involvement in the home and improvements in training records being identified as necessary.

Since the last inspection a concern has been raised directly with Ofsted linked to an area of record keeping which led to a compliance case being triggered. The issues raised were explored as part of this inspection. No further action is being taken by Ofsted in relation to this particular issue.

Full report

Information about this children's home

The service is a residential school that is registered as a children's home to provide care for 54 children and young people with emotional and behavioural difficulties. The service is owned by a private company.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
21/01/2014	Full	adequate
13/11/2013	Full	inadequate
10/05/2013	Full	adequate
30/01/2013	Interim	inadequate progress

What does the children's home need to do to improve further?

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, Children's Homes Regulations 2001 and the National Minimum Standards. The registered person(s) must comply with the given timescales.

Reg.	Requirement	Due date
21 (2001)	make suitable arrangements for the recording, handling, safekeeping and safe administration of any medicines received into the home (Regulation 21 (1))	20/06/2014

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- ensure that the home's approach to care minimises the need for police

involvement to deal with challenging behaviour (NMS 3.22)

- ensure that there are clear and effective procedures for monitoring and controlling the activities of the home. In particular this relates to the need to strengthen staff training records in order to be able readily demonstrate that each member of staff has completed all core training. (NMS 21.1)

Inspection judgements

Outcomes for children and young people **good**

Young people develop an improved self awareness and over time become more confident. Comments from young people include 'living here has changed my life, I am much more confident and have learnt how to deal with things in a different way'. Young people are able to form their own identity and express themselves through image, dress and personal preferences, such as opting to follow a vegetarian diet.

Young people make good progress with their education. Attendance is good and personalised programmes support each young person to access education planned to meet their individual needs. For example, some young people attend external colleague arrangements. As a result young people are able to make positive steps towards reaching their potential within education.

Within the different houses young people develop improved skills and knowledge in relation to their evolving independence. Dependent on age and ability young people are encouraged to manage their own laundry, to budget, to cook for themselves and to use public transport. As a result they grow in confidence and ability within a supported environment.

Young people are able to maintain and develop relationships with individuals who are important to them. Young people say that they feel supported in relation to contact arrangements with their families. They access a range of activities, both within the large grounds and facilities provided and also within the community. As a result they are encouraged to keep active and also have the opportunity to develop social relationships.

Young people have a good awareness about their personal health. This is because they are taught about healthy lifestyles and potential risks to their health. As a result they take on increasing responsibility for their own health.

Young people feel consulted and are able to share their views. This is because care arrangements facilitate involvement. For example, consultation about individual placement planning and also about the living environment. For example, the décor of communal areas of their house. Feedback is obtained from young people about the use of sanctions and individual behaviour management strategies. Also, one-to-one time is spent with young people when they are encouraged to shared their views about the care that they receive.

Quality of care

adequate

The residential accommodation is spread across six separate houses, each providing young people with a pleasant and well-maintained living environment.

Young people generally enjoy sound relationships with each other. The service supports young people to form attachments and build strong relationships with peers and staff. There are some incidents of conflict between young people and some bullying is reported. However, staff are proactive in addressing behaviours which impact negatively on others. Risk assessments are strengthened, one-to-one work is undertaken in order for boundaries to be reinforced and where required there is increased supervision of young people. Young people are reassured by the response taken by staff.

Personalised care is provided which is informed by detailed placement plans and risk assessments. Children are consulted about their individual plans. For example, their views are incorporated into behaviour management strategies. As a result young people take an increasing level of responsibility for their actions and behaviours. Feedback comments about the quality of care from staff includes 'I am very proud of the difference Wings makes to the young people and how we help them achieve and overcome their past experiences.'

Young people have access to the services and support that they need as identified within individual placement planning. For example, mental health support services, dentist and optician. The provider is currently finalising arrangements for a contracted play therapy service which will shortly provide both direct work with young people and consultation for care staff. This demonstrates a commitment to improving the quality of the service provided. Involved professionals have a positive view of the quality of care provided. Comments include 'Staff demonstrate a good understanding, knowledge and care of the child placed with them. The school and residential unit have helped my child placed there to develop socially and academically - xx's self-esteem and confidence has grown- and xx is doing really well.'

While the organisation has invested heavily in order to provide strong healthcare support across the service, some weaknesses are found in the medication administration system. For example, current systems do not include a robust stock control system which would clarify the medication stock at any one time. Also, there are some gaps in recording of medication administration. While no detrimental impact has been identified weaknesses demonstrate that the system is not fully effective.

Keeping children and young people safe **adequate**

Young people feel safe and are able to talk to staff if they have a concern about their care or a personal anxiety they wish to discuss. Professionals have a positive view about the manner in which young people's safety and welfare needs are met.

Staff set clear boundaries and young people understand what is expected in relation to behaviour. Young people say that the rules are fair and welcome recent changes within the home's behaviour management strategies. In particular they value the increased freedom that they now have to move around the site without staff supervision. This means that young people feel that their views have been heard and that staff trust them with this broader independence.

Young people benefit from the guidance and support provided to them in relation to behaviours. As a result they begin to moderate undesirable behaviours. Also, developing an understanding of the impact certain behaviours have on others. While physical intervention is used, staff are trained to use this as a last resort and only in order to keep children and others safe.

Young people's views are sought in relation to risk management strategies, personal and group behaviour management. If young people raise a safeguarding concern these are responded to appropriately. This demonstrates that young people's views are taken seriously and that action is taken to ensure young people are appropriately safeguarded when necessary.

Young people are protected from unsuitable person's working in the home by the implementation of robust staff recruitment procedures.

Young people confirm that staff spend time guiding them about keeping themselves safe following any episode of being absent without consent or more formally missing from care. Staff are proactive on such occasions. For example, they will monitor young people they feel may be at risk of going missing, they maintain telephone contact with them where possible and make the appropriate notifications to external agencies and families without delay. As a result young people understand such an incident is taken very seriously by the service and also that they are able to make informed choices in future.

Issues of environmental health and safety are seen as important. A range of risk assessments and health and safety monitoring checks inform service delivery. This means that young people live in a safe environment.

Leadership and management

adequate

The home is managed on a day-to-day basis by an experienced manger who has submitted an application to Ofsted for the position of Registered Manager. During this period of assessment the current Registered Manager remains as part of the management team working in the home. Each of the six houses also has a

designated manager. This new team structure is one of a range of service developments initiated over recent months. Staff are positive about the changes to team structures and young people also like the changes 'we now only have to ask the staff working with us if we have a question, rather than waiting for them to go and ask someone else for an answer'. This means that staff and young people have improved opportunities to develop strong relationships.

Staff are confident in their managers and feel supported in their role. They understand the objectives of the service and care is provided in-line with the home's Statement of Purpose. Children's needs are met through the provision of appropriate numbers of suitably experienced and competent staff. A considerable commitment has been made to support staff development. Each member of staff has been allocated training time on a fortnightly basis and a broad range of training has been undertaken. However, individual training records fail to clearly demonstrate all areas of training the individual has completed. This highlights a lack of management oversight in this area. Robust training records are necessary in order that managers fully understand the training needs of the whole staff team.

There has been some occasions when an inconsistent approach has been taken by the home to calling the police to support staff with issues of behaviour. While the management team are noted to already be working with the police to improve clarity within the home's procedures about police involvement, a recommendation has been set in this regard. This improvement in procedures is necessary to ensure that both staff and young people understand clearly at what point the police may be called to the home and the potential consequences of this action.

The provider has taken actions to address the three requirements and two recommendations set on the previous inspection, which are each assessed as now met. All staff have now attended fire safety training and as a result safeguarding arrangements are strengthened. The overnight staffing arrangements have been increased. As a result there will always be a member of staff in each house should support be called for in another area. A review of young people's files was undertaken following the last inspection and these are now found to be in good order. There is also improved evidence of the support young people receive and that this is now provided in a more planned manner in-line with placement planning, while also facilitated in response to issues arising.

What inspection judgements mean

Judgement	Description
Outstanding	A service of exceptional quality that significantly exceeds minimum requirements.
Good	A service of high quality that exceeds minimum requirements.
Adequate	A service that only meets minimum requirements.
Inadequate	A service that does not meet minimum requirements.

Information about this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the framework of inspection for children's homes.