

Inspection report for children's home

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<b>Unique reference number</b>	SC048552
<b>Inspector</b>	Lynn O'Driscoll
<b>Type of inspection</b>	Interim
<b>Provision subtype</b>	Residential special school (>295 days/year)

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<b>Registered person</b>	Wings Education Limited
<b>Registered person address</b>	Suite G20, Lakeside House 1 Furzeground Way, Stockley Park UXBRIDGE Middlesex UB11 1EZ
<b>Responsible individual</b>	Paul Augustine Brosnan
<b>Registered manager</b>	Gillian Margaret Miele
<b>Date of last inspection</b>	25/06/2014

<b>Inspection date</b>	23/01/2015
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Previous inspection	adequate
Enforcement action since last inspection	none

## This inspection

This home was judged adequate at the last full inspection. At this interim inspection Ofsted judge that it has **improved effectiveness**.

The three requirements and six recommendations raised at the full inspection on 25 June 2014 have all been satisfactorily addressed. Consequently, an effective internal monitoring, auditing and escalation system is now in place. This ensures young people's files include all the required information from placing authorities.

The registered manager's three monthly reports on the quality of care provided at this home are very detailed and evaluative and include actions to constantly improve care practice and documentation. Scrutiny of young people's files is also a fundamental part of the independent 'Regulation 33' monitoring visits, which are now taking place at the required frequencies. These stringent internal and external monitoring processes have resulted in a general improvement in the quality of records. For example, one Regulation 33 visitor wrote, 'Key worker sessions are very regular and the records are informative.' Robust, individual risk assessments are now in place and frequently reviewed and revised when necessary.

The registered manager has established effective working relationships with the local police. This has markedly improved the timeliness of safe and well interviews by social workers on young people's return to the home after going missing. In general, the incidents and duration have also significantly reduced despite some particularly complex histories. This is a strong indicator of how happy and settled young people are at this home.

The staff have made concerted efforts to gain the views of independent reviewing officers about the quality of care provided. The feedback is very positive. Comments include, 'The care is of a very high standard and my young person enjoys safe and secure relationships with the staff and is making significant progress both emotionally and academically. This home liaises very effectively with professionals and family members' and, 'It is clear that my young person is feeling physically and

emotionally safe in this placement. I have been impressed with the therapeutic work provided for him. I am fully confident that all his needs are met.'

Good behaviour and effort is positively reinforced and rewarded which has the desired effect. These rewards are age appropriate and highly individualised. For example, one young person was thrilled to receive a football top from his favourite team and signed by all the players. Another young person enjoyed a Chinese meal which he invited the manager to. This demonstrates the excellent relationships established. This approach to behaviour management has resulted in a marked reduction of sanctions and restraints. In turn, this creates a happier environment where young people feel safer and more secure.

Young people now have more opportunities to negotiate and comment on sanctions imposed following a misdemeanour. This demonstrates that their views and opinions genuinely matter, which increases their confidence and feelings of self-worth. Incidents are now followed up in individual key worker sessions or with their specialist workers, aiming to prevent a similar re-occurrence. However, the descriptions of some sanctions are unclear, so a recommendation has been made to address this.

All the individual houses have been redecorated and bathrooms refurbished since the last inspection. This has created a much more homely ambience and more personalised bedrooms. Young people chose the colour schemes so they love the results. Moreover, there is now an ongoing programme of redecoration and refurbishment to ensure that the site is always maintained at a good standard. The most recent independent report on the quality of care provided at the home concluded, 'The homes and grounds are well maintained, homely and well equipped and there are lots of rooms for young people to have some time on their own.' Young people confirm that their privacy is respected at this home.

Handovers have been strengthened since the last inspection and are now recorded. This ensures all the staff are fully informed of any changes to young people's individual needs and risks. In particular, a duty manager is now responsible for feeding back any incidents during the school day. The nurse also attends the meeting to discuss any health issues. Consequently, continuity and consistency of care has significantly improved.

The highly experienced and extremely child-focussed registered manager and head teacher enjoy an excellent working relationship. They are always striving to constantly improve upon the services provided to young people and therefore improve their life chances. Consequently, there are a number of positive developments since the last inspection. Examples include, improved on-going communication with families. Key workers are now responsible for keeping them frequently informed of their child's progress and any significant events. Feedback from families is positive. For example, 'My child is well looked after here. He feels safe and is making good progress' and, 'The leadership is fantastic. They look at

each child in a holistic way and so his behaviour has really improved.'

An excellent development is the reflective case studies which involve the whole staff team. The minutes of these sessions clearly demonstrate the outstanding progress individual young people have made from their individual starting points. Examples include: 100% school attendance; excellent advanced national examination results; increased emotional resilience; the ability to make and sustain positive relationships with adults and peers; a complete cessation of, serious offending behaviours; and, incidents of going missing. A representative from a specialist team supporting a number of young people living at this home wrote, 'This is an excellent service providing high standards of care to their young people. They actively seek additional strategies or training to meet specific needs which is then implemented in practice. These effectively reduce self-injurious behaviours'.

Shift patterns have recently changed to enable day and night staff to work and train together. This has increased motivation and morale. Moreover, despite initial anxieties from unqualified staff about commencing the required qualification, they are all enjoying their studies and benefitting from, and appreciative of, the additional support sessions provided at the home. A representative from the college wrote, 'The staff are well supported and valued and are excellent role models. They provide an environment where young people thrive. The training is well resourced to enable staff to continually develop. The managers are committed and enthusiastic.'

The home now actively recruit qualified and experienced staff to meet the highly complex needs of the young people. The recruitment and selection processes are also more robust to ensure a safe and competent workforce to care for highly vulnerable young people. The views of young people are considered as a fundamental part of this process.

The staff are strong and effective advocates for the young people. In particular, this ensured a smooth transition for year 11 students who have recently left this service. Many returned to their families, which was their heart's desire, are attending college and have positive future ambitions.

New admissions are now purposely staggered. This enables each young person to settle at their pace into a new area and a school and residential setting with clear structures and boundaries. One young person recently admitted said, 'I am happy here and like all the activities on offer. I have started gymnastics and dancing and I love the music room.'

Young people really enjoy, and benefit from, an ever increasing range of meaningful activities and trips. Individual interests and talents are actively promoted and supported which further increases their competencies and demonstrably boosts their self-esteem. Examples include, a variety of music and dance genres, gymnastics, astronomy and animal care. Many young people now have their own small pets. Outstanding artwork and photographs produced by young people are prominently

displayed throughout the site and have been purchased by the public. Some young people were rightly very proud to have been commissioned to make sculptures for the local village's memorial garden. Young people are also regularly involved in charitable events which develops their altruistic natures and increases their strong sense of belonging.

There are strong and effective arrangements in place for safeguarding and promoting the welfare of all the young people, in full collaboration with other relevant agencies. Consequently, young people feel happy, safe and secure at this home and enjoy excellent relationships with the staff and their peers. Indeed, some young people have chosen to remain at this service and attend local colleges. One young person said, 'The care staff are proper supportive. I don't see my parents, but as long as I've got these guys I'm alright. This place has completely changed for the better. If I ever needed to complain now, I would get listened to definitely.' Comments from social workers include, 'This service works exceedingly hard with parents and local authorities' and, 'My young person appears happy, safe and settled here which shows by less running off and her overall behaviour has significantly improved in this placement. I am emailed after any incidents and receive weekly updates on her progress'.

## Information about this children's home

This is a privately owned residential special school, which is also registered as a children's home. It is registered to provide care and accommodation to 50 young people of both genders, between the ages of 11 and 17 years, who experience emotional or behavioural difficulties.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
25/06/2014	Full	adequate
05/03/2014	Full	adequate
03/12/2013	Interim	inadequate progress
03/05/2013	Full	adequate

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

### Recommendations

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

- ensure all sanction records clearly describe the actual sanction imposed. (NMS 3.8)

## **What inspection judgements mean**

At the interim inspections we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the *Inspection of children's homes: framework for inspection*.

## **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.