

Children's homes inspection – Full

Inspection date	16/11/2016
Unique reference number	SC402370
Type of inspection	Full
Provision subtype	Residential special school
Registered provider	Wings Education Limited
Registered provider address	C/o Kedleston Group Limited, Office Suite No. 1, Ansell Gardens, Holloway Lane, Harmondsworth, Middlesex UB7 0AE

Responsible individual	Paul Brosnan
Registered manager	Kimberley Taylor
Inspectors	Tracy Murty Corrinne Barker

Inspection date	16/11/2016
Previous inspection judgement	Improved effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Outstanding
The children's home provides highly effective services that consistently exceed the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Outstanding

SC402370

Summary of findings

The children's home's provision is outstanding because:

- From their starting points, young people have made exceptional progress in all areas of their lives. Over time, concerning and potentially risky behaviours of young people have reduced considerably and they develop skills in being able to better consider and address their own behaviours and emotions.
- Young people's attendance and engagement in formal education is excellent and exceeds national averages. Staff work very closely and proactively with the school, in order to ensure consistency of care and support to young people. Young people who have completed their formal education move on to further education or training in the local area. Staff fully support them to make a positive transition from school and place a high value on education as a staff team.
- Young people enjoy good health and have excellent support in place to consider and meet their holistic health needs. An inspirational school nurse monitors and tracks the health needs of all placed young people and works very closely with members of the therapy team, local doctors and mental health services. Records clearly reflect the current health needs of each young person, as well as historic information.
- Young people have access to a wide range of fun and stimulating social activities and events during their time living in this home. Staff and managers support them to access local facilities and resources. This promotes their sense of belonging and engagement in the local and wider community. It also promotes healthy lifestyles and the value of exercise.
- The registered manager and deputy manager provide inspirational leadership for the home. They have excellent management oversight and systems in place to oversee the care and support provided to young people. They inspire staff to do their very best for young people and place the needs of young people at the centre of their daily working practice.
- No shortfalls were identified at the last interim inspection of this home. Two recommendations have been set as a result of this inspection. These relate to minor improvements needing to be made to missing from care risk assessments and in ensuring that key information is shared with the on-site education provider. These shortfalls have not had a negative impact on the experience and progress of young people, which are outstanding.

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

Recommendations

To improve the quality and standards of care further, the service should take account of the following recommendations:

- specify the procedures to be followed and the roles and responsibilities of staff when a child is missing from care or away from the home without permission and how staff should support the child on return to the home. This relates to the need for missing from care risk assessments to be clear and sufficiently detailed. ('Guide to the children's homes regulations including the quality standards', page 45, paragraph 9.28)
- ensure that the behaviour management strategy is understood and applied at all times by staff, and is kept under review and revised where appropriate. ('Guide to the children's homes regulations including the quality standards', page 46, paragraph 9.34)

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/or behavioural difficulties. The service is owned by a private company.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
18/11/2015	Interim	Improved effectiveness
20/05/2015	Full	Requires improvement
13/01/2015	Interim	Improved effectiveness
21/05/2014	Full	Adequate

Inspection judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Outstanding
<p>Young people receive excellent support and care in all areas of their lives. From their starting points, there is clear and exceptionally detailed evidence of the progress they make. An example of this relates to the recording seen of how objectives have been set for each young person and how staff and managers support young people to achieve them. One young person had expressed an interest in gaining work experience and then applying for college. Staff undertook extensive work with the young person as follows: completing applications, role playing interviews, seeking local opportunities and supporting with interviews. This led to a highly successful work placement and college application. Records completed for this work provide excellent evidence of how well the young person engaged with staff and their sense of pride at their achievement. Practices to support young people and evidence of how such practices have improved outcomes for young people are worthy of wider dissemination.</p> <p>Regular key work sessions enable young people to consider and set their own objectives, based on their current and changing needs. Such sessions are informed by research and include worksheets, watching educational videos and other methods of engagement. Young people fully engage in such sessions and there is clear and extremely positive recorded evidence of how such work assists young people to overcome issues and grow in confidence. Reflective practice enables young people to see and understand the positive journey they have made. They read, sign and comment on their records as further evidence of their full inclusion with staff in meeting their needs.</p> <p>Young people do incredibly well in relation to their performance and engagement in education. For a lot of young people, their previous attendance and engagement was a major concern. Since moving to this home and being enrolled at the on-site school, significant improvements have been made. Attendance is excellent and attainment levels often exceed the national averages for similar educational provision. This is a testament to the commitment of staff and managers and their excellent partnership working with the on-site school staff. Young people gain GCSE qualifications and make successful transitions to further education or training provision. This significantly improves their chances of securing employment as adults.</p> <p>An inspirational school nurse has recently been appointed. This person supports young people in both the school and home setting. In a very short period of time, the school nurse has devised and implemented excellent recording and tracking systems for all placed young people. Full historic health information has been</p>	

sought from registered doctors and there is a plan for flu vaccinations and missing immunisations to be completed in the near future. During this inspection, young people were seen to have a very positive relationship with the school nurse, who spends time with them in the residential setting, as well as seeing them more formally. Young people feel confident in being able to approach the nurse for specific advice and guidance, which enhances their personal responsibility for identifying and meeting their health needs. When young people have been placed at a distance from their placing authority, the school nurse has also arranged to attend relevant meetings in the placing authority area. This further evidences the commitment of the staff team in meeting the complex health needs of all young people placed, at all times. Health colleagues report significant improvements in their working relationship with the home managers in support of young people with the most complex health needs. Regular meetings take place to consider those young people with the most concerning or risky behaviours, risk assessments have been shared and a reduction in incidents of concern is evident as a result.

Young people have a wide range of fun and stimulating activities provided for them. Staff actively seek their views on what they would like to do each week, as well as enabling them to make more spontaneous choices for each day. Staff consider previous interests of young people and have enabled one young person to continue with a particular sporting interest, transporting them some distance each week. This reflects the staff team's dedication to encouraging and supporting young people. Photographic evidence of activities and holidays engaged in by young people is apparent across the home. They also learn skills, such as baking and cooking, taking real pride in these skills and their achievements. One parent commented: 'A great range of extra-curricular activities are on offer. My child has been positively encouraged to attend dance and gymnastic classes. Activities in the holidays and weekends are offered, which is great.'

Young people have a clear and positive say in all aspects of how this home is run. They have been instrumental in discussions recently about the food budget and how it should be used. Managers sought their views and responded to them in a very timely and sensitive manner. Their views were sought in relation to updating the children's guide recently and feedback was provided to them of action taken by managers. This demonstrates a home and staff team which genuinely place the views, wishes and feelings of young people at the centre of their daily practice.

Young people report feeling confident in knowing how to make a complaint. Those considered during this inspection had been responded to in a very timely and positive manner by the registered manager. Written responses to young people reflect the detailed consideration of their concerns by the manager. Young people complete a feedback form to state whether they are happy with how their complaint was dealt with. This again reflects how the views of young people are central to how this home is run.

Staff and managers also work closely and proactively with young people and

involved agencies in relation to ensuring positive transitions from the home. There is clear documented evidence of staff and managers attending and requesting meetings to consider the future needs of relevant young people. Focused work is undertaken to ensure that young people have the necessary skills and support in place, to enhance their chances of making a smooth transition to either adult service provisions or returning home to family members. Managers diligently challenge placing authorities and other involved agencies when any concerns about progress have been identified. Records reflect the tenacity of managers and staff in ensuring that young people's needs receive prompt attention and in their commitment to multi-agency working.

	Judgement grade
How well children and young people are helped and protected	Good
<p>Young people report feeling safe in this home and have a strong belief that staff genuinely care about their welfare and safety. They can identify key staff whom they feel confident in sharing any concerns with. One young person said: 'The staff keep me safe here and won't let me get hurt.' They report that key work sessions, completed with staff, help them in developing their own understanding of keeping safe, especially when out in the community.</p> <p>Risk assessments reflect the current and changing needs of young people. Prior to admission of a young person to the home, managers meet with the therapy team, the school nurse and education staff to consider referral information and devise an impact risk assessment. Detailed consideration is given as to whether the home and school staff can safely meet the needs of a potential new placement. This enables all involved staff and managers to consider fully the complex needs of a young person and the matching of their needs with currently placed young people. Managers, the school nurse and members of the therapy team also consider and update healthcare plans and assessments regularly, to reflect changing needs and issues. During this inspection, one risk assessment considered did not include clear sharing of pertinent information with education colleagues. Education staff were aware of the potential issues around concerning behaviours of one young person, but a recommendation has been set to ensure that risk assessments routinely address and consider both the home and school setting. Managers had already devised a new risk assessment template, which is due to be implemented imminently.</p> <p>Managers and staff have a clear understanding of the joint protocols for young people who may go missing from care. Since the last inspection, local police report noticeable improvements in relation to the number of such incidents and a significant reduction in police involvement with this home over the past six months.</p>	

This is testament to the close and proactive partnership working by the registered manager and staff team. Detailed work is undertaken with young people to consider such concerning behaviours and to assist in reducing them. The registered manager is particularly diligent in chasing placing authorities to undertake return interviews with young people on their return from being missing. One missing from care risk assessment seen during this inspection was unclear and could be misinterpreted by staff. A recommendation has been set to address this minor shortfall.

For those young people who present with risky or potentially concerning behaviours, clear and robust plans exist. Managers work closely with other relevant agencies to ensure that the needs of young people are considered, fully understood and met. This is particularly evident in relation to recent concerns about self-harming behaviours for some young people. Meetings have taken place with health colleagues locally, risk assessments and plans have been shared and a clear strategy implemented to support relevant young people. This is leading to a noticeable reduction in such incidents and provides those young people with clear and consistent boundaries and support mechanisms. The in-house therapeutic team works with young people and staff to support them with their emotions and issues, using a range of research-informed practices and therapies. Over time, this leads to improved emotional well-being and safety, and to positive coping strategies for young people.

The use of physical restraint is very closely monitored and considered by the registered manager. Monthly reports demonstrate a detailed consideration of the use of restraint, the views of young people involved and action plans being set to reduce such incidents. Such monitoring reports provide excellent evidence of management oversight and clear reductions over time for young people in the use of restraints. Records clearly demonstrate the reasons for such interventions being needed and fully consider alternative methods to be used to support young people. This reflects the focus and commitment of staff and managers to understanding concerning behaviours and helping young people to manage their emotions and actions better.

The selection and recruitment of both permanent and agency staff is robust and prevents unsuitable adults from having the opportunity to harm young people. Staff demonstrate a detailed understanding of their roles in relation to safeguarding and responding to allegations. Managers similarly respond to any concerns or allegations promptly and with high levels of competence. Records reflect their understanding of their roles and include close working with designated officers and local police.

The home is located in a rural setting, providing ample space for young people internally and externally. Regular checks, undertaken by staff, of all areas of the home ensure that young people live in a safe and well-maintained setting.

	Judgement grade
The impact and effectiveness of leaders and managers	Outstanding
<p>The registered manager has worked at this setting for a number of years, in both the school and residential setting, prior to being appointed as the manager. Staff spoken with during this inspection praised her for her total commitment to the young people and staff team. As one member of staff said: 'She has worked her way up through the ranks and is an inspirational manager to us and the young people.' She has the necessary skills and experience to perform the role and is an inspirational and highly valued manager.</p> <p>She and her deputy manager work very positively together to ensure that the needs of all young people are known and met. She sets high expectations for the care team, which responds extremely well to her management style. Staff feel motivated and valued in their roles. Each month, a member of the care team is nominated for 'carer of the month'. The managers provide a certificate and small gift for the recipient. Staff really value this and it motivates them to continue to provide excellent care and support to the young people and each other.</p> <p>Management oversight and scrutiny of all aspects of the care provided to young people is excellent. Managers have devised robust and commendable systems to monitor and track the progress made by each young person. The manager is proactive and will challenge placing authorities and other agencies if she has any concerns about services or support provided. She records all such contacts and ensures that there is recorded evidence of the actions taken. This not only provides excellent management oversight, but would also be of great value to young people, if they were to request access to their files now or in the future. It provides impressive evidence of how well the manager advocates and supports young people and their needs.</p> <p>Since coming into post in 2015, the registered manager has forged very close and positive working relationships with a range of agencies. She is tenacious in her commitment to multi-agency working and strives constantly to improve the outcomes for each young person placed in her care. Managers and staff also actively seek the wishes, views and feelings of young people daily. Their feedback is used to inform developments and changes to the home. Feedback from parents and carers is consistently positive. Communication is seen as excellent, with one parent stating that they get, 'lots of feedback, regular key work reports, staff ring us regularly to keep us informed and are always polite and professional.'</p> <p>The manager has a detailed development plan for the home, as well as an extremely robust location risk assessment. The statement of purpose clearly</p>	

reflects the aims and objectives of the service. Aside from a children's guide being in place, there is also a young person's statement of purpose. This again, reflects the full inclusion of young people in the running of the home and managers' commitment to ensuring that young people fully understand the care provided to them. The manager has also devised and implemented an action plan in relation to radicalisation with the on-site school managers. The manager is keen to keep up to date with national developments and research about looked after children and young people. She uses this information to consider the needs of those young people placed in the home and to inform how staff work with them. The action plan to consider risks of radicalisation is an example of how managers respond to research and practice issues in this home.

Staff have access to an extensive range of training and development opportunities. The deputy manager has the lead role for ensuring that all mandatory and core training is completed by staff and has excellent systems in place for tracking and monitoring this. The use of agency staff is considered sensitively, with a small number of specific agency staff being used wherever possible, in order to provide continuity and consistency of care to young people. Staff and managers undertake training every week in the home, with internal or external training providers being brought in. This leads to a staff team of highly competent and confident staff, able to meet the diverse and complex needs of young people at all times.

Staff report exceptionally high levels of satisfaction in the formal supervision and appraisals they receive from managers. They receive regular and detailed supervision to consider their professional development needs, as well as fully considering the needs of the young people in their care. Staff feel hugely valued by managers and report that there is an 'open door' policy to the managers at all times. Staff also feel that managers know the young people well, genuinely care about them and are a visible and approachable presence in the home for staff and young people alike. Daily staff handover meetings provide an opportunity to reflect on the previous day's events and for staff and shift leaders to plan forward. Young people clearly benefit from receiving care and support from a consistent and dedicated staff team. There is an excellent gender mix within the staff team and a representation of diverse needs and cultures. Young people therefore feel able to identify with staff who reflect their backgrounds and experiences.

Managers consider the reports from the independent person who visits the home each month and ensure that identified actions are considered and addressed. This is further continued by additional management monitoring and review systems. The registered manager is extremely ambitious for young people in her care, and is able to demonstrate the significant difference that the care and support provided to them has made. Her practice is innovative and reflects her continued attempts to improve the progress and experiences for young people. Records reflect the attention to detail of the management team and staff and of the voice of young people being sought and responded to regularly.

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against 'Inspection of children's homes: framework for inspection'.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of children looked after is safeguarded and promoted. Minimum requirements are in place. However, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people who it is trying to help, protect and look after.

This 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 Children's Homes (England) Regulations 2015 and the 'Guide to the children's homes regulations including the quality standards'.

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