

SC402370

Registered provider: Wings Education Limited

Full inspection

Inspected under the social care common inspection framework

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 who have emotional and/or behavioural difficulties. The service is owned by a private company.

Inspection dates: 5 to 6 September 2017

Overall experiences and progress of children and young people, taking into account	outstanding
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How well children and young people are helped and protected	outstanding
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The effectiveness of leaders and managers	outstanding
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The children's home provides highly effective services that consistently exceed the standards of good. The actions of the children's home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care.

Date of last inspection: 22 February 2017

Overall judgement at last inspection: Sustained effectiveness

Enforcement action since last inspection:

None

Key findings from this inspection

This children's home is outstanding because:

- Young people engage extremely well in school. They make commendable progress from their starting points and achieve to an excellent level. Education and care staff work very closely together to ensure that young people receive consistent support in both settings.
- There is a strong focus on assessing and meeting the complex health needs of young people in this home. The school nurse is inspirational in their commitment to ensuring young people's health needs are met. Partnership working is highly imaginative and effective.
- From their starting points, young people make progress which exceeds what placing authorities felt was possible. Such progress is attributed to the skill and commitment of the staff and managers in the home.
- Managers undertake monitoring, tracking and analysis of young people's needs and progress in great detail. Their knowledge of the young people is extremely detailed, and reflects their total commitment to improving outcomes and progress.
- Young people feel fully engaged in the care and support they receive in this home. They have real and meaningful influence on how their needs are met. They feel valued as individuals, and form extremely positive attachments to their carers.
- Managers value their staff and encourage them to take on lead roles. Staff receive training, supervision and annual appraisals which really assist them in their roles. The recruitment, selection and induction of new staff are extremely robust.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
22/02/2017	Interim	Sustained effectiveness
16/11/2016	Full	Outstanding
18/11/2015	Interim	Improved effectiveness
20/05/2015	Full	Requires improvement

Inspection judgements

Overall experiences and progress of children and young people: outstanding

Managers place a strong emphasis on matching the needs of young people from the point of referral. Emergency placements are rarely made. This reflects a commitment to ensuring that only those young people whose known needs can be met move to live in this home. Young people, placing social workers and family members visit the home before young people move in. Where this is not possible, staff visit young people to discuss what the home can offer.

Referrals for new placements are fully considered by staff, managers, health professionals and education colleagues. This multi-agency approach leads to excellent placement stability, and enables young people to make excellent progress in all areas of their lives. Managers and staff demonstrate a realistic and commendable awareness of the needs of all young people living in the home and the impact of new placements.

Young people receive highly personalised care. They understand and feel fully involved in devising care and support plans to meet their identified needs. Staff show genuine respect for young people and involve them fully in all aspects of the care and support they receive. Young people have a real influence on how the home is run. They feel able to express their concerns openly and are confident that managers and staff will respond to them in a timely manner. They decide what activities they want to do. They take part in a range of activities, try out new things and experience increased confidence. They go on holidays with staff and have fun. Staff ensure that photos and mementoes of such experiences are kept for young people.

A particular strength of this home is how well it considers and meets young people's health needs. A nurse, an occupational therapist and clinical psychologists provide young people with excellent health support. The local doctor visits the home regularly and runs a clinic. Young people can make an appointment to see the doctor at the home for routine health issues, immunisations and advice. Such imaginative practice has led to the increased engagement of young people in meeting their own health needs. It reduces the potential for missed appointments at the local surgery and is highly imaginative and innovative practice.

A safeguarding lead nurse for the area praised the staff team for its multi-agency working and excellent communication and information sharing. Through close partnership working, young people with complex health needs receive a highly effective response to any health-related issues. The school nurse devises clear plans and protocols for each young person. Regular meetings with health colleagues have led to a significant reduction in the presentation at local hospitals of young people who self-harm.

Staff support young people to keep in touch with family members and other important people in their lives. A parent of one young person praised the staff for their support in this area. Staff take young people to visit family members, even when this involves long

journeys. They understand the huge importance of contact for young people and do their utmost to support this, both practically and emotionally. This increases young people's sense of being valued as people.

All young people attend the school which is located next to the children's home. Education staff are fully involved in the decision-making process with regard to new placements at the children's home. They consider the known educational background of each young person and decide if they feel they can meet their needs. School staff undertake a range of assessments to inform the educational targets and plans for each young person. An excellent system for rewarding young people on a daily and weekly basis is in place. Young people can earn activities and other rewards for their attendance, engagement and achievements in education. Placing authorities and parents report significant improvements in young people's attendance, engagement and attainment in relation to education, once they have moved to this home.

Young people feel very well supported in relation to plans for them to move on from this home. The staff place a strong emphasis on young people learning the necessary skills to make a successful move to adulthood. The occupational therapist undertakes direct work with relevant young people on independence skills, such as learning how to use public transport. The nurse assists young people with learning the skills they need to meet their own health care needs. Staff set clear and achievable targets with young people and review them regularly. As a result, young people leave this home with the skills and confidence necessary for independent living.

How well children and young people are helped and protected: outstanding

Young people feel safe and believe that staff and managers do all they can to keep them protected from harm. A placing social worker for one young person commented on the significant reduction in missing-from-care incidents, and reduced concerns about gang membership since the young person came to live at this home. The social worker attributed this to the positive relationships formed by the young person with staff, as well as to staff devising clear plans and risk assessments. This is just one example of how young people become safer, and how staff support them in relation to risky and concerning behaviours.

There is clear evidence of young people reducing their missing-from-care incidents over time. High staffing levels, close supervision and a detailed understanding of the triggers for young people's behaviours have led to this reduction. Managers have excellent systems in place for monitoring each young person's actual or potential concerning behaviour. Managers use their monitoring and analysis to inform risk assessments and care plans. Young people feel fully involved in this, and over time develop much better coping mechanisms. Coping mechanisms are further developed through young people having access to therapy and support from the clinical team within the home.

Staff and managers diligently chase placing authorities to undertake return interviews when young people have returned from a period of being missing from care. They use

information provided by young people in these interviews to review and revise risk assessments and plans. The manager has undertaken an extremely detailed analysis of all missing-from-care incidents. This considers the known triggers, locations where young people run to and other key factors. This excellent level of management oversight and analysis really assists staff in their work with young people and reduces the risks posed to or from them.

Young people know what acceptable behaviour and unacceptable behaviour are. They work with staff to set personalised targets and goals. There is real consistency in how those targets and goals are considered in both the school and the home. Young people receive rewards and praise for their achievements, no matter how small. They begin to feel secure and valued. Young people develop a meaningful sense of how to manage their own concerning or risky behaviour more positively.

Physical intervention is used as a last resort in this home, with the focus on rewarding positive behaviour and the use of restorative practices wherever possible. Managers have excellent oversight of the use of physical intervention, and analyse its use for each young person. The team leader has the lead for this area and monitors all interventions, considering patterns, trends and frequency for each young person involved. Debriefs are undertaken with young people following the use of physical intervention. This enables staff to elicit their views and assist them in understanding the need for such interventions.

Staff take any identified or reported issues of bullying very seriously. Clear and detailed records reflect the work done by staff with all involved to resolve and eradicate such issues. Young people feel able to talk to staff about any concerns they may have relating to bullying or other forms of abuse. Staff have received training in relation to radicalisation and present as very confident in this area. The manager has undertaken an analysis of each young person in relation to the potential risk of radicalisation, and has devised a detailed plan. This reflects the commitment of managers and staff to considering all actual and potential risks posed to young people.

There is a clear focus on considering the risks posed to young people from using the internet and social media. Young people devise and sign agreements relating to these issues; these agreements reflect their individual needs and concerns. Staff work with young people to consider any known or potential concerns and devise strategies to support them.

Recruitment and selection procedures in this home are excellent, and prevent unsuitable adults from being able to work with young people living here. Staff receive training on safeguarding and present as highly confident and competent in terms of how they respond to concerns or allegations. It is clear that managers understand and follow safeguarding procedures diligently. Investigations into any allegations are conducted in a timely manner. Records reflect close and positive working relationships with the police and with the designated officer. Staff receive independent support during any investigation, and receive a written response regarding the outcome.

The effectiveness of leaders and managers: outstanding

The manager of this home is inspirational in her leadership style and skills. She leads a highly motivated team of staff and is supported by an equally committed and inspirational deputy manager. It is evident that the manager and staff know the young people well. They articulate a detailed and commendable understanding of each young person's background, current needs and risks. Staff and managers provide highly nurturing and individualised care to young people. They have high aspirations for the young people and take their role as carers very seriously.

Managers and staff demonstrate a real ability to articulate the journey made by each young person in relation to their progress. They speak with passion about the progress made, no matter how small. They maintain excellent records, which will have real value and meaning to young people if they request access to them at any time. It is abundantly clear that young people learn new skills, take personal responsibility for their needs over time and make extremely positive progress. There is a commendable learning culture in this home. Managers and staff closely monitor all aspects of the care and support provided for young people. They undertake extremely detailed analysis of all recorded information and implement plans for improvement.

Staff feel very well supported and highly valued. They take on lead roles, and feel they have the potential to progress to management roles. They value their supervision and annual appraisals. Records reflect that staff enjoy a range of training and professional development opportunities. The deputy manager oversees this, and has excellent and robust systems in place for monitoring all staff training and development. This ensures that young people consistently receive care and support from a highly trained and competent workforce.

The manager has a detailed statement of purpose in place for the home. It is understood by placing authorities and includes a young person's version. Young people have been actively involved in considering the young person's guide to the home. Their views and comments on this document have been taken into account. This reflects that the manager constantly strives to include young people in all areas of the home's operation.

Another key strength of this home relates to its excellent and imaginative partnership working. The manager is keen to work closely and proactively with all relevant agencies to support young people's needs. She encourages agencies and professionals to visit the home, meet with staff and observe the care and support provided. Since the last inspection, there has been some excellent partnership working undertaken with local health colleagues and hospitals. There has also been a meeting with local police and youth offending services, to improve communication in relation to missing-from-care incidents and offending behaviours. The manager is open and transparent, and determined to work with involved agencies in a proactive manner at all times. As one parent said: 'I cannot fault the manager, she is excellent. She shares information with me, she admits when they could have done something better or differently. She learns

from any mistakes and is very child focused.'

There is a very detailed and comprehensive development plan in place, as well as a very thorough location risk assessment. Both documents reflect the manager's total commitment to including young people, parents/carers and involved agencies. Consultation is seen as a key aspect of the work done to improve the services provided, and is seen by the manager as a continual process.

Young people experience care and support from managers and staff who really want the very best for them. One young person summed this up as follows: 'I like that they make it fun and joyful and the staff are amazing and I get support that I need.' Another young person said: 'The staff are kind and care about our well-being a lot, they support us when we feel down or upset.'

One recommendation was made at the last interim inspection. Managers have improved their recording of the use of agency staff, which now includes clear plans for their supervision. The use of agency staff is minimal in this home, reflecting the ability to recruit and retain permanent staff members. No shortfalls have been identified as a result of this inspection.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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 whom it is trying to help, protect and look after.

Using the 'Social care common inspection framework', this inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, 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'.

Children's home details

Unique reference number: SC402370

Provision sub-type: Residential special school

Registered provider: Wings Education Limited

Registered provider address: Suites 3 and 4, Stockley Park Business Centre, The Arena, Stockley Park, Uxbridge, Middlesex UB11 1AA

Responsible individual: Paul Brosnan

Registered manager: Kimberley Taylor

Inspectors

Tracy Murty: social care inspector

Cathey Moriarty: social care inspector

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