

Hillingdon Manor School

Moorcroft Complex, Harlington Road, Hillingdon, Uxbridge UB8 3HD

Inspection Dates

4 October 2017

Overall outcome

The school meets all of the independent school standards that were checked during this inspection

Main inspection findings

Part 3. Welfare, health and safety of pupils

Paragraph 7(a), 7(b)

- At the time of the January 2017 inspection, the school's safeguarding policy referred to the latest September 2016 guidance issued by the Secretary of State and was available on the school's website. However, many of the associated safeguarding policy documents had not been updated to reflect September 2016 guidance. Further, the statutory guidance from July 2015 was still available for downloading. The inspection judged that this was confusing for parents and undermined the credibility of the school's overarching safeguarding policy.
- It was also judged that the school's approach to safer recruitment was not sufficiently robust, particularly in the way the school checked and accepted references about applicants. Two safer recruitment policies were available to parents and included one referring to outdated statutory guidance.
- In the first action plan submitted to the Department for Education, the proprietors stated that the school's safeguarding policies had already been reviewed. However, when the action plan was evaluated a check of the school's website showed that, while most had been revised, the whistleblowing policy had not been updated. Other planned actions included: safer recruitment training for seven staff; additional safeguarding training for senior leaders; the introduction of a new reference template; and a retrospective audit of references with additional references sought, if needed.
- The school's amended action plan included considerable detail on how the revised policies and procedures for safeguarding will be monitored and checked for their effectiveness as well as the following additional actions:
 - ensuring that all stakeholders are aware of the revised safeguarding policies and how to access them for guidance
 - the introduction of a whistleblowing helpline, managed by an external company
 - review meetings held every two weeks, in the first instance, to check that child protection and safeguarding processes are being followed correctly.
- Leaders have been ensuring that all the actions have been implemented. They have

revised all overarching and associated safeguarding policies. These policies reflect the latest guidance from the Secretary of State, 'Keeping children safe in education' (September 2016) and are all available on the school's website. Although, in places they do not reflect all the improvements made to the school's day-to-day safeguarding practices.

- All staff have seen the new safeguarding policies, received further safeguarding training and training in the school's new systems for recording and following up on any concerns. Leaders have followed up the training for staff with a check on their understanding of safeguarding matters. At the secondary site, the new headteacher has undertaken a full review of all past concerns raised about pupils. It was thought that some concerns had not been dealt with or followed up with sufficient rigour. Leaders have reviewed each case and ensured the appropriate referrals were made and that joint working with outside agencies is now in place. The review meetings are now held weekly, at each site, to ensure that sufficient time is given to discuss any concerns and the actions that are needed, check that processes are correctly followed and to monitor impact. Staff report a significant change in the culture of safeguarding in the school. They now have confidence in senior leaders to take their concerns seriously and take appropriate action.
- A consultant undertook an audit of safeguarding arrangements in March 2017. Leaders have acted on the points for improvement identified in the report. Senior leaders have undertaken safer recruitment training in line with the action plan. Additional training for those in the role of designated safeguarding leads has also taken place; there are now three trained staff at each site. This and a high level of awareness of the vulnerability of the school's pupils have considerably strengthened leadership of safeguarding. Links with the designated officer have been established. Leaders are finding these links helpful in dealing with any safeguarding concerns. The whistleblowing helpline is now in place and staff have been provided with the details.
- The school's recruitment procedures have been revised and more procedures that are robust put in place for undertaking the required checks for both supply and appointed staff.
- The requirements for this paragraph are met.

Paragraph 10

- At the time of the previous inspection this standard was judged as met. At the request of the Department for Education, consideration was given to some concerns raised by parents about how the effectively the school's leaders deal with bullying.
- The school's revised bullying policy dated June 2017 provides clear guidance to staff on the signs and symptoms of bullying. The policy outlines the actions that should be taken if an incident comes to their attention. The policy also makes clear the responsibilities of leaders for dealing with any bullying incidents. It details the ways in which the school promotes anti-bullying, such as through the curriculum and 'anti-bullying week'.
- The requirements for this paragraph remain met.

Paragraph 11, 16, 16(a)

- At the time of the previous inspection, the school's health and safety policy made references to a previous proprietor and was considered as sparse and lacking in tangible detail about how the school aimed to comply with the relevant health and safety laws. Further, it was judged that while the school took appropriate action to reduce potential

risks and confirmed that staff understood risk assessment, a written risk assessment policy was not in place.

- In the first action plan, the proprietors stated that the health and safety policy, as well as other associated policies, would be reviewed by the group health and safety manager. The proprietors also stated that a risk assessment policy and a risk profile would be introduced across both sites. However, the plan lacked any detail on how the impact of these policies would be monitored in relation to day-to-day practice or keeping pupils safe from potential health and safety issues.
- The revised action plan restated these actions together with considerable detail on how health and safety and risk assessment would be monitored across both sites. These included:
 - weekly monitoring to check health and safety matters at each site, with regular follow-up to ensure all actions have been completed in a timely manner
 - monthly reporting to the governance board and board of directors on all accidents, incidents and 'near misses'; and on any externally led health and safety audits to monitor risk assessment and health and safety practice.
- Since the January 2017 inspection, the arrangements for the management of health and safety and risk assessment have been considerably strengthened. The new health and safety policy addresses all the required areas of health and safety. The policy clearly identifies those with responsibilities, such as the office manager who is responsible for health and safety matters. The policy covers personal safety, gas safety, substances hazardous to health and work equipment.
- A suitable risk assessment policy is now in place, which has been shared with all staff. Risk assessments, including those for specific activities and each pupil, have been reviewed. These appropriately detail the potential risks and mitigating actions and are available to all staff.
- Staff are familiar with the legislative requirements as well the school's new expectations for health and safety and risk assessment. Each classroom and a designated area of the school is now the responsibility of a member of staff and they undertake weekly monitoring audits of their areas and report on any concerns. Staff said they feel equipped to carry out the new weekly classroom health and safety and risk assessment monitoring. The robust follow-up of the weekly monitoring by leaders and site staff is helping them to prioritise maintenance relating to health and safety matters and ensure that any concerns are addressed rapidly.
- The monitoring of accidents, incidents and 'near misses' is now in place, with monthly reporting to the board of governors and the proprietors. As a result, leaders have a much clearer understanding of health and safety matters across the school.
- The requirements for this paragraph are met.
- The school meets all the requirements for this part.

Part 4. Suitability of staff, supply staff, and proprietors

Paragraph 18(2), 18(2)(b), 21(1), 21(3), 21(3)(a), 21(3)(a)(ii), 21(3)(a)(iii)

- At the time of the January 2017 inspection, leaders had not carried out checks under section 128 of the Education and Skills Act 2008 to make sure that those involved in managing the school are not prohibited from doing so. This was because leaders were

not aware that these checks needed to be made. Although leaders had checked that staff had not been barred from regulated activities with children as part of the enhanced criminal checks, they had failed to record these on the single central register.

- In the action plan, the proprietors stated that all the required checks for managers had been undertaken and recorded on the single central record. It was also stated that the single central record had been updated to include records of the disclosure and barring service checks for all staff and the dates these checks were made. These are both restated in the revised action plan, together with plans for regular checks of the single central record, the review of the recruitment and vetting policy and the planned annual safeguarding audit.
- The school's current single central record holds details of all the required checks and the dates they were made. This includes the checks that staff have not been barred from regulated activities with children and the prohibition from management positions for senior leaders. Every entry in the school's single central record has been rechecked against the recruitment information held for each member of staff to ensure the completeness and accuracy of entries. In some instances, further references have been sought. The single central record is now routinely checked by senior leaders and a representative of the school's proprietor.
- The requirements for this paragraph are met.
- The school meets all the requirements for this part.

Part 8. Quality of leadership in and management of schools

Paragraph 34(1), 34(1)(a), 34(1)(b), 34(1)(c)

- At the time of the January 2017 inspection, it was judged that the school's leaders had not ensured that the independent school standards were met consistently or that the well-being of pupils is actively promoted. This was because the school's leaders had not ensured that they fully knew about and checked the school's compliance with all the independent school standards.
- The first action plan detailed that senior managers would be given training on the independent school standards and that copies of the standards would be made available to staff. However, the plan lacked measurable success criteria to help leaders to evaluate accurately the impact of their actions on practice and to ensure compliance with the independent school standards.
- Actions listed in the revised plan focus on support for the newly formed management team and the development of their knowledge and understanding of the independent school standards. In addition, the plan describes a range of approaches to monitoring and evaluating the impact of actions. It also identifies further improvements to ensure that all the independent school standards are met.
- The proprietor and senior leaders have successfully addressed all the unmet independent school standards identified at the inspection in January 2017. The new headteachers have a secure understanding of the school's strengths and areas for improvement. They responded quickly to the rejection by the Department for Education of the first action plan, quickly submitting a revised plan. They have focused on planned actions to strengthen the school's safeguarding and welfare systems and ensure their effectiveness. This has included additional training for themselves and staff in safeguarding, rigorous safeguarding procedures and weekly risk assessments for all

areas of the school to secure pupils' health and safety.

- Proprietors are supporting the school's leaders in developing their knowledge and understanding of the independent school standards. Additional support is also provided when needed. This support has initially focused on the standards relating to pupils' safeguarding, welfare, health and safety. Collaboration with other schools has begun through a forum for Outcomes First Group headteachers in the London area, although it is too early to see any impact from this initiative.
- The requirements for this paragraph are met.
- The school meets all the requirements for this part.

Compliance with regulatory requirements

The school meets the requirements of the schedule to the Education (Independent School Standards) Regulations 2014 ('the independent school standards') and associated requirements that were checked during this inspection. This included the standards and requirements that the school was judged to not comply with at the previous inspection. Not all of the standards and associated requirements were checked during this inspection.

The school now meets the following independent school standards

- Ensure that arrangements are made to safeguard and promote the welfare of pupils at the school and that these arrangements have regard to guidance issued by the Secretary of State (paragraph 7, 7(a), 7(b)).
- Ensure that relevant health and safety laws are complied with by drawing up and effectively implementing a written health and safety policy (paragraph 11).
- Ensure that the welfare of pupils is safeguarded and promoted by the drawing up and effective implementation of a written risk assessment policy (paragraph 16, 16(a)).
- Ensure that no person carries out work, or intends to carry out work, at the school in contravention of a prohibition order, an interim prohibition order, or any direction made under section 128 of the 2008 Act or section 142 of the 2002 Act, or any disqualification, prohibition or restriction which takes effect as if contained in either such direction (paragraph 18(2), 18(2)(b)).
- Ensure that the single central register of vetting checks contains the information about all the checks that are required to make sure that staff members are suitable to work with children (paragraph 21(1), 21(3), 21(3)(a), 21(3)(a)(ii), 21(3)(a)(iii)).
- Ensure that those with leadership and management responsibilities demonstrate good skills and knowledge appropriate to their role so that the independent school standards are met consistently; that they fulfil their responsibilities effectively so that the independent school standards are met consistently; and that they actively promote the well-being of pupils (paragraph 34(1), 34(1)(a), 34(1)(b), 34(1)(c)).

School Details

Unique reference number	131940
DfE registration number	312/6063
Inspection number	10040135

This inspection was carried out under section 109(1) and (2) of the Education and Skills Act 2008, the purpose of which is to advise the Secretary of State for Education about the school's suitability for continued registration as an independent school.

Type of school	Independent special day school for pupils with autism spectrum disorders
School status	Independent special school
Age range of pupils	3 to 19
Gender of pupils	Mixed
Gender of pupils in the sixth form	Mixed
Number of pupils on the school roll	183
Of which, number on roll in sixth form	44
Number of part-time pupils	0
Proprietor	Outcomes First Group
Chair	Mr Graham Baker
Headteacher	Mr Paul Robertson (secondary) Mr Ciaran Walsh (primary)
Annual fees (day pupils)	£37,000 to £47,000
Telephone number	01895 813679
Website	www.hillingdonmanorschool.org.uk
Email address	enquiries@hillingdonmanorschool.org.uk
Date of previous standard inspection	3 March 2015

Information about this school

- Hillingdon Manor School is an independent special day school for pupils with autistic spectrum disorder, catering for up to 170 boys and girls aged three to 19 years. There are currently 183 pupils on roll aged five to 19 years.
- The school is owned by the Outcomes First Group and is located on two sites in the

London borough of Hillingdon. Yiewsley Grange is the school's primary site and is located about two miles from the main secondary site.

- All pupils have statements of special educational needs or an education, health and care plan. Currently, 17 local authorities fund pupils' placements.
- Off-site training is made available to older pupils and includes sports training at Abbotsfield School, motor vehicle maintenance sessions at Youth Skills Development Team's 'Gearz Project' and physical education at Uxbridge Leisure Centre.
- The school's last full inspection took place in March 2015, when its overall effectiveness was judged to be good. Since then two emergency inspections have taken place. The first took place on 16 April 2016, which considered concerns raised about bullying, the quality of education, the training of staff and the safety of pupils, when all of the independent school standards were judged to be met. The second, which took place on 13 January 2017, focused on concerns raised about safeguarding, staff deployment, risk assessment and the safety of pupils. At this inspection several of the independent school standards, relating to the welfare, health and safety of pupils and leadership and management, were judged not to be met. In addition, the school's request to the Department for Education to increase the school's capacity to 195 was considered but not recommended.
- There were four responses to the Ofsted online survey, Parent View.
- The senior leadership of the school has changed since the January 2017 inspection. An interim headteacher at the secondary site was in post for the summer term; a new headteacher has been in post since the end of July 2017. The primary school was led by an assistant headteacher, who is now substantive head; the post of deputy headteacher is currently vacant. The school's governing body has been reformed with five new appointments. The chair of the governing body is also the chief executive officer for the Outcomes First Group.

Information about this inspection

- This inspection was carried out at the request of the registration authority for independent schools. The purpose of the inspection was to monitor the progress the school has made in meeting the independent school standards and other requirements that it was judged to not comply with at its previous inspection.
- This is the school's first progress monitoring inspection since the January 2017 emergency inspection. The inspection was unannounced.
- The school submitted an action plan in March 2017 to show how it would ensure that the identified unmet independent school standards would be met. The plan was evaluated on 16 June 2017 and judged to be not acceptable. As a result, the Department for Education rejected the action plan on 26 July 2017.
- The school submitted a revised action plan to the Department for Education on 5 September 2017. This plan was evaluated during this inspection at the request of the Department for Education.
- The inspection focused on the school's progress against specific requirements within Parts 3, 4 and 8 of the independent school standards and the Department for Education commission request to take account of concerns raised by parents about pupils' welfare, health and safety.
- During the inspection, the inspector met with both headteachers, the compliance and assurance manager, the health and safety officer and the head of Greater London Services for Outcomes First Group. At both sites meetings were held with groups of teachers and pupils. A telephone call was also made to the Hillingdon designated officer to discuss safeguarding matters. The inspector toured both the primary and secondary schools, each accompanied by the site's headteacher. She scrutinised a range of documentation relating to safeguarding, health and safety and risk assessment for both sites; this included the school's single central record of staff recruitment checks.

Inspection team

Angela Corbett, lead inspector

Ofsted Inspector

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