

SC048552

Kedleston (Wings Education) Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This home is owned and managed by a private company. It provides care for up to 50 children who may have social and emotional difficulties.

This home is a residential special school which is also registered as a children's home. The inspectors only inspected the social care provision at this school.

At the time of this inspection, 35 children were living in the home.

The manager registered with Ofsted in December 2020.

Inspection dates: 9 and 10 June 2024

This monitoring visit

The home was judged inadequate at the full inspection on 29, 30 and 31 May 2024. Ofsted found that children had suffered harm due to serious and widespread safeguarding failures and that the leadership and management arrangements were ineffective.

Ofsted made a decision to restrict accommodation at the home under section 22B of the Care Standards Act 2000. Compliance notices under regulation 12 (the protection of children standard) and regulation 13 (the leadership and management standard) were also issued.

The purpose of this visit was to monitor the action taken by the provider to meet the steps identified in the compliance notices.

The provider was unable to demonstrate that sufficient action had been taken to meet the steps in the compliance notices. Further safeguarding concerns were identified at this visit.

The registered manager remains out of the home. The provider has identified a manager from within the organisation to support the operation of the home. In the interim period, senior leaders have been overseeing care practices in the home.

The children live together, are educated together, and have some of the same staff working with them at home and in school. There is a lack of communication and coordination of safeguarding arrangements between leaders, managers, and staff across both settings. This leaves all involved vulnerable.

Since the last inspection, some care practices have continued to be poor. Managers and staff do not appropriately respond to incidents and do not implement effective strategies to safeguard and protect children. A lack of age-appropriate boundaries and structures, and a culture of poor and unsafe practice continues to place children at risk of harm.

Some children say that staff use physical restraint as a form of discipline and compliance. They say excessive force is used and that they have sustained physical injuries. These are now being investigated by the appropriate safeguarding professionals.

Staff confirm that children are held, but physical interventions are not always recorded. This is against the provider's own safeguarding procedures. When records are completed, they fail to demonstrate that physical intervention is used to protect the child and those around them. Despite senior managers having oversight of these records, they failed to identify the recording shortfalls and the safeguarding concerns about the staff's practice.

Since the full inspection, senior leaders have discussed with staff their roles and responsibilities and reinforced the whistle-blowing and allegation procedures. However, some staff remain unclear about the action they need to take to safeguard children.

In some instances when children make allegations about staff, risk assessments are put in place to safeguard all involved. However, leaders do not act to ensure that staff work according to the risk assessments. On one occasion, a senior leader requested to speak to a child following a safeguarding incident. This is against the agreement in the risk assessment and fails to protect all involved.

The management team has updated risk management plans for children to ensure that staff have agreed strategies in place to minimise risk. Leaders report that they have spent time talking to staff about the new processes. However, some staff still do not understand the action they should take if a child is at risk of harm.

New senior management arrangements have been introduced and discussed with all staff. However, some staff remain unclear about who to contact if a safeguarding

incident occurs. This fails to demonstrate that all staff will take appropriate action to safeguard children.

Recording in the home is poor. Physical interventions, room searches and complaints are not consistently recorded. Records of incidents are unclear and fail to provide an accurate account of what has occurred and what action has been taken. Senior leaders, in their oversight of these records, have failed to identify the shortfalls in staff practice.

At the last inspection, immediate action was taken to improve the cleanliness of children's bedrooms. However, staff have failed to sustain the improvements. At this visit, some bedrooms were found to be unclean, with damaged furniture. Some bedrooms had damaged paintwork caused by previous children, and window coverings in some bedrooms do not protect children's privacy and dignity. Previous concerns about internal doors being locked and restrictions on food remain.

Managers and staff lack professional curiosity. They have not explored the risks that the internet may pose to children. This places children at risk of harm and exploitation.

Staff rotas do not include the names of the managers and staff on shift, or the actual hours worked. Should an allegation be made retrospectively, there is no system in place to identify the staff on shift at the time.

Some external professionals report that safeguarding concerns are not reported in a timely way, causing unnecessary delays for children. They say that some information provided by managers and staff is factually inaccurate and lacks sufficient detail. This does not enable other safeguarding professionals to take sufficient and appropriate action to safeguard children.

During this visit, the interim manager and senior leader provided immediate assurances about the action they planned to take to keep children safe.

The restriction notice remains in place and compliance notices under regulation 6, regulation 12, regulation 13 and regulation 35 of the Children's Homes Regulations were issued.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
29/05/2024	Full	inadequate
30/10/2023	Full	good
28/02/2023	Full	good
15/11/2022	Full	inadequate

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

Statutory requirements

This section sets out the actions that the registered person must take to meet the Care Standards Act 2000, The Children’s Homes (England) Regulations 2015 and the ‘Guide to the Children’s Homes Regulations, including the quality standards.’ The registered person must comply with the given timescales.

Requirement	Due date
<p>*The quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children’s needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand and apply the home’s statement of purpose;</p> <p>ensure that staff—</p> <p>provide personalised care that meets each child’s needs, as recorded in the child’s relevant plans, taking account of the child’s background;</p> <p>help each child to develop resilience and skills that prepare the child to return home, to live in a new placement or to live independently as an adult;</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably;</p> <p>provide to children personal items that are appropriate for their age and understanding; and</p> <p>ensure that the premises used for the purposes of the home are designed and furnished so as to—</p> <p>meet the needs of each child; and</p> <p>enable each child to participate in the daily life of the home. (Regulation 6 (1)(a)(b) (2)(a)(b)(iv)(vii)(viii)(c)(i)(ii))</p>	<p>13 July 2024</p>

<p>Specifically, the registered provider must ensure that children have access to physical necessities that they need to live in the home comfortably.</p> <p>The registered provider must ensure that the children’s home is well maintained to provide a welcoming environment for the children to live in. This should include taking immediate steps to rectify any damage in the home.</p> <p>The registered provider must ensure that managers and staff provide children with care that meets their individual needs, as recorded in the children’s relevant plans.</p>	
<p>*The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <ul style="list-style-type: none"> help each child to understand how to keep safe; have the skills to identify and act upon signs that a child is at risk of harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; that the home’s day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm; that the premises used for the purposes of the home are located so that children are effectively safeguarded; that the premises used for the purposes of the home are designed, furnished, and maintained so as to protect each child from avoidable hazards to the child’s health; and that the effectiveness of the home’s child protection policies is monitored regularly. <p>(Regulation 12 (1) (2)(a)(ii)(iii)(v)(b)(c)(d)(e))</p> <p>The registered provider must review all children’s risk assessments, ensuring that all known risks are identified, and have clear actions for staff to follow.</p>	<p>13 July 2024</p>

<p>The registered provider must ensure that all managers and staff understand children’s risks and their responsibilities for children in their care. This must include following risk assessments.</p> <p>The registered provider must undertake a review of the managers’ and staff’s experience, qualifications, and skills to meet the needs of the children in their care. Where shortfalls are identified, the registered provider must ensure that there are sufficient and consistent staff on shift at all times to meet the children’s needs and identify a plan of support and training for these staff.</p> <p>The registered provider must review the location of the premises and take steps to mitigate known risks.</p> <p>The registered provider must review fire risks to include all known information. They must ensure that staff understand known fire risks and take steps to keep children safe.</p>	
<p>*The leadership and management standard is that the registered person enables, inspires, and leads a culture in relation to the children’s home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home’s statement of purpose;</p> <p>ensure that staff work as a team where appropriate;</p> <p>ensure that staff have the experience, qualifications, and skills to meet the needs of each child;</p> <p>ensure that the home’s workforce provides continuity of care to each child;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home;</p>	<p>13 July 2024</p>

<p>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>feedback on the experiences of children, including complaints received; and</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(b)(c)(e)(f)(g)(ii)(h))</p> <p>The registered provider must ensure that interim management arrangements are reviewed and be confident that the managers identified have the skills, knowledge, and experience to carry out the role. This should include all managers with supervisory responsibilities, out-of-hours management arrangements and governance arrangements.</p> <p>The registered provider must review their monitoring and auditing processes to ensure that they can identify any shortfalls in staff practice.</p> <p>The registered provider must review supervision arrangements for all staff, ensuring that the interim managers have oversight of these. This should include all staff who have supervisory responsibilities, including senior leaders.</p> <p>The registered provider must review their procedure for when allegations are made, so there is a clear understanding by all staff of how allegations are responded to, investigated, and shared with relevant partner agencies.</p> <p>The registered provider must ensure that there is clear management oversight of all incidents and of children’s plans. This should include the registered provider disseminating learning from incidents and taking steps to ensure that staff understand any changes made to practice keeping children safe.</p>	
<p>*The registered person must prepare and implement a policy ("the behaviour management policy") which sets out—</p> <p>how appropriate behaviour is to be promoted in the children’s home.</p> <p>The registered person must keep the behaviour management policy under review and, where appropriate, revise it.</p>	<p>13 July 2024</p>

<p>The registered person must ensure that—</p> <p>within 24 hours of the use of a measure of control, discipline, or restraint in relation to a child in the home, a record is made which includes—</p> <p>the name of the child;</p> <p>details of the child’s behaviour leading to the use of the measure;</p> <p>the date, time, and location of the use of the measure;</p> <p>a description of the measure and its duration;</p> <p>details of any methods used or steps taken to avoid the need to use the measure;</p> <p>the name of the person who used the measure ("the user"), and of any other person present when the measure was used;</p> <p>the effectiveness and any consequences of the use of the measure; and</p> <p>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure. (Regulation 35 (1)(a) (2) (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii))</p> <p>The registered provider must review the behaviour management policy to set out how appropriate behaviour is to be promoted in the children’s home.</p> <p>The registered provider must ensure that all managers and staff understand the revised behaviour management policy and their responsibilities for children in their care.</p> <p>The registered provider must ensure that all managers and staff understand that children are only to be held by staff when needed to keep children or those around them safe.</p> <p>The registered provider must ensure that managers and staff only use agreed holds and for the shortest time needed.</p>	
<p>Schedule 4 sets out the other information that the registered person must keep in relation to a children’s home.</p> <p>The registered person must—</p>	<p>13 July 2024</p>

<p>maintain in the home the records in Schedule 4;</p> <p>ensure that the records are kept up to date; and</p> <p>retain the records for at least 15 years from the date of the last entry. (Regulation 37 (1) (2)(a)(b)(c))</p> <p>This specifically relates to the registered provider keeping an accurate record of staff working in the home. This should include the staff member’s full name, hours worked and which house they worked in.</p> <p>This also relates to the registered provider keeping accurate records of all visitors to the home and the reason for the visit.</p>	
<p>The registered person must give notice in writing to HMCI, as soon as it is reasonably practicable to do so, if any of the following events take place or are expected by the registered person to take place—</p> <p>a person other than the registered person carries on or manages the children’s home;</p> <p>if the registered provider is an organisation—</p> <p>any change of director, manager, secretary, or other similar officer of the organisation. (Regulation 49 (a)(e)(ii))</p> <p>This specifically relates to the registered provider notifying Ofsted of any change of director who is involved in the care provided to children.</p>	13 July 2024

*These requirements are subject to a compliance notice.

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children’s home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: SC048552

Provision sub-type: Residential special school

Registered provider: Kedleston (Wings Education) Limited

Registered provider address: Unit 7 Brook Business Centre, Cowley Mill Road, Uxbridge, Middlesex UB8 2FX

Responsible individual: Gillian Miele

Registered manager: Conrad Potts

Inspectors

Sally Griffiths, Social Care Inspector

James Meeks, Social Care Inspector

Donna Ryan, Social Care Inspector

Michelle Edge, Senior His Majesty's Inspector (QAV)

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at <http://www.gov.uk/government/organisations/ofsted>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

© Crown copyright 2024