



Making Social Care
Better for People

inspection report

Children's Services

Royal Ballet School

White Lodge

Richmond Park

Richmond

Surrey

TW10 5HR

10th February 2005

Commission for Social Care Inspection

Launched in April 2004, the Commission for Social Care Inspection (CSCI) is the single inspectorate for social care in England.

The Commission combines the work formerly done by the Social Services Inspectorate (SSI), the SSI/Audit Commission Joint Review Team and the National Care Standards Commission.

The role of CSCI is to:

- Promote improvement in social care
- Inspect all social care - for adults and children - in the public, private and voluntary sectors
- Publish annual reports to Parliament on the performance of social care and on the state of the social care market
- Inspect and assess 'Value for Money' of council social services
- Hold performance statistics on social care
- Publish the 'star ratings' for council social services
- Register and inspect services against national standards
- Host the Children's Rights Director role.

Inspection Methods & Findings

SECTION B of this report summarises key findings and evidence from this inspection. The following 4-point scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The 4-point scale ranges from:

- 4 - Standard Exceeded (Commendable)
- 3 - Standard Met (No Shortfalls)
- 2 - Standard Almost Met (Minor Shortfalls)
- 1 - Standard Not Met (Major Shortfalls)

'O' or blank in the 'Standard met?' box denotes standard not assessed on this occasion.

'9' in the 'Standard met?' box denotes standard not applicable.

'X' is used where a percentage value or numerical value is not applicable.

TYPE OF ADDITIONAL INSPECTION VISIT
--

Statutory Unannounced Inspection	
Follow up of Previous Inspection	YES
Follow up of Enforcement Action	
Complaints Investigation	
Monitoring Visit	
Advisory Visit	
Other	
Specify:	

TYPE OF SERVICE INSPECTED

Children's Home	
Boarding School (not registered as a children's home)	YES
Residential Special School (not registered as a children's home)	
Further Education College	
Residential Family Centre	
Independent Fostering Agency	
Local Authority Fostering Service	
Voluntary Adoption Agency	
Local Authority Adoption Service	
ID Code	
Lead Inspector	1 Simon Smith 104014
Name of Further Inspector (if applicable)	2 Emma Dove 071717
Name of Further Inspector (if applicable)	3
Name of Further Inspector (if applicable)	4
Name of Lay Assessors (if applicable) Lay assessors are members of the public independent of the CSCI. They accompany inspectors on some inspections and bring a different perspective to the inspection process.	
Name of Specialist (e.g. Interpreter/Signer) (if applicable)	
Name of Establishment Representative at the time of inspection	Simon Bushnell, Head of Boarding

Number of Inspector Days spent on site:	2
--	---

SPECIFIC OBJECTIVE(S) OF THE VISIT

To follow up required actions and advisory recommendations identified at the last visit, carried out on 26th February 2004.

To maintain contact with the school before the next full inspection, due between April 2005 and March 2006.

INSPECTION METHODS USED AT THE VISIT

Inspection of relevant part(s) of premises	YES
Interview with senior staff member in charge	YES
Interview with other staff	YES
Discussion with children	YES
Individual interview with a child	NO
Visit foster/adoptive home	NA
Visit lodgings	NA
Interview foster/adoptive parent	NA
Inspection of relevant records	YES
Inspection of relevant policy/practice documents	YES
Children's survey	NO
Parent survey	NO
Placing authority survey	NA
Foster / adoptive parent survey	NA
Staff survey	NO
Date of Inspection	10/02/05
Time of Inspection	11.00
Duration Of Inspection	8.5

FINDINGS ON KEY ISSUES TO BE ADDRESSED AT ALL UNANNOUNCED, MONITORING AND FOLLOW UP VISITS

The following scale is used to indicate the extent to which standards have been met or not met by placing the assessed level alongside the phrase "Standard met?"

The scale ranges from:

4 - Standard Exceeded	(Commendable)
3 - Standard Met	(No Shortfalls)
2 - Standard Almost Met	(Minor Shortfalls)
1 - Standard Not Met	(Major Shortfalls)

"0" in the "Standard met?" box denotes standard not assessed on this occasion.

"9" in the "Standard met?" box denotes standard not applicable.

"X" is used where a percentage value or numerical value is not applicable.

(I). Inspector's assessment of the extent to which the requirements for consultation with children are being met.

Key findings/Evidence	Standard met?	3
-----------------------	---------------	---

The Head of Boarding has introduced weekly house meetings, which all boarders are expected to attend. In addition to providing information, the Head of Boarding advised that he aims to encourage input from pupils at these meetings. Discussion with pupils on the day of inspection indicated that they welcome the opportunity to contribute to aspects of boarding provision through this process. A number of pupils reported that the Head of Boarding has been consistently proactive in seeking the input of boarders on issues that affect them. One pupil advised that he now feels more *"listened to"*. The inspectors were able to attend a house meeting and observed that the Head of Boarding gave notices, diary information, reiterated school rules regarding leaving the premises and provided general safety advice and information to pupils. The introduction of regular house meetings has realised tangible benefits in terms of both communication and consultation within the boarding community and is regarded as good practice.

The Head of Boarding reported that a School Council also meets on a regular basis. Boarders are able to raise issues at this forum through nominated representatives. Pupils are also allocated a personal tutor, who is expected to monitor the academic progress and personal development of that pupil. The House staff handbook reports that personal tutors *"are expected to act as mentors and advocates"* for their tutees.

(II). Inspector's assessment of the extent to which the requirements for complaints procedures for children are being met.

Key findings/Evidence	Standard met?	2
-----------------------	---------------	---

A complaints procedure was observed to be in place, dated July 2004. The procedure should be updated to include details of the relevant CSCI office. Pupils who spoke with the inspectors were confident that complaints or concerns raised by them would receive an appropriate response from staff. Pupils identified a number of staff with whom they could raise concerns, including the Head of Boarding, house staff and their personal tutor.

(III). Inspector's assessment of the extent of staff knowledge of the required response to allegations or suspicions of abuse of children (child protection and staff/carer reporting procedures).		
Key findings/Evidence	Standard met?	2
<p>The school's child protection policy is included in the staff handbook. The policy confirms the lower school's nominated child protection officer and provides guidance for staff on recognising and responding to abuse. The policy makes clear that <i>"Where any member of staff suspects that a student is being abused or has a disclosure of such abuse made to her/him, then that member of staff should act by reporting the matter to the Head of School and the child protection officer"</i>. The policy should clarify that, following an allegation of abuse, notifications will be made to the appropriate local authority child protection co-ordinator.</p> <p>The school employs an independent listener, who makes scheduled visits twice each half term and a 'drop in' visit once each half term. The independent listener confirmed that all pupils are given his telephone number and email address should they wish to contact him directly. Useful telephone numbers and contact details, including those of the independent listener, are advertised in a number of locations throughout the school. Agencies listed include helplines and independent advisory organisations.</p> <p>The Head of School reported that child protection training is delivered to staff annually by an independent trainer, who last visited in September 2004. The school should ensure that all new staff receive this training as soon as possible, particularly as a number of new staff have recently joined the staff team, some of whom may not have had may not have had this training prior to taking up their posts. The independent listener reported that he has completed training in child protection through other areas of work. It is recommended that he be included in the ongoing child protection delivered to staff.</p> <p>The staff handbook contains an anti-bullying statement, which provides definitions of bullying and offers guidance for staff in dealing with bullying issues. None of the pupils who spoke with the inspectors identified bullying as a problem within the school. Boarding and other staff were confident that bullying is not an issue within the boarding community and that pupils have access to appropriate support networks should they experience bullying.</p>		

(IV). Inspector's assessment of the adequacy of staffing at the time of the visit.		
Key findings/Evidence	Standard met?	3
<p>The boarding house team comprises seven staff, who are available to boarders from 7.00am until 9.00am and again from 4.00pm until 10.45pm. No boarding staff have teaching duties. Boarders who spoke with the inspectors indicated that staff were available to them in sufficient numbers outside school hours.</p> <p>A number of boarding staff are relatively new to the school. One member of the team was appointed in the Summer term of 2004, whilst three new house staff took up post in September 2004. The Head of Boarding is also new in post, having joined the school in September 2004. The Head of Boarding confirmed that he received a formal induction to his role from the Head of School.</p> <p>The Head of Boarding demonstrated a commitment to the effective induction of new staff. Each new member of staff meets individually with the Head of Boarding as part of the induction process and completes an induction checklist. The Head of Boarding reported that completed elements of induction are recorded on file. All new staff are issued with the staff handbook.</p>		

(V). Inspector's assessment of the extent to which any children and staff/carers seen are aware of individual children's plans (where applicable).		
Key findings/Evidence	Standard met?	3
<p>The school provides appropriate support to pupils with medical and welfare issues. A registered nurse is employed five days each week from 8.00am until 4.00pm. The nurse reported that she meets house staff at 8.00am and 4.00pm daily to hand over any issues concerning boarders. A weekly meeting is also held, attended by nursing and boarding staff, at which any concerns relating to boarders would be discussed. The nurse advised that she also works closely with the physiotherapist employed by the school. A dietician visits the school to address pupils on an annual basis. A sanatorium is available for pupils who become ill.</p> <p>The nurse reported that three pupils currently require regular or 'as required' medication. Examination of pupil files confirmed that appropriate healthcare information was recorded and available to staff. Boarding staff demonstrated an awareness of pupils' medical needs and confirmed that they have received training in the administration of 'as required' medications. The nurse reported that a general practitioner visits the school weekly and is willing to visit pupils 'out of hours' if necessary. The nurse confirmed that pupils' parents would be informed of all medical appointments.</p>		

FINDINGS ON SPECIFIC OBJECTIVES OF THIS VISIT

The inspection was undertaken by two CSCI inspectors over the course a single day. The inspection process included discussion with boarders and a number of staff including the Head of School, Head of Boarding, boarding staff, the school nurse and the independent listener. Inspectors were able to join pupils for lunch and an evening meal and to attend a house meeting. A sample of records was examined and a tour of boarding accommodation undertaken. The inspectors were made welcome throughout the visit and wish to acknowledge the time and consideration that boarders and staff provided during the course of the inspection.

A new Head of Boarding and three house staff have been appointed since the last inspection of the school. Both observation and discussion indicated that the Head of Boarding has achieved much since his arrival. One member of staff reported that *"there is a greater sense of teamwork"*, whilst another advised that the Head of Boarding has introduced *"a fresh structure and sense of direction"* to the boarding team.

Pupils were positive in their comments regarding their boarding experiences at the school. A number of pupils identified being with friends as a positive aspect of school life. Pupils indicated that boarding staff are available when required and identified a number of staff whom they could approach with a problem. A number of boarders reported that there had been a significant improvement in the food provided by the school in recent months. Pupils also spoke highly of the Head of Boarding. Comments made by boarders indicated that they value the opportunities for dialogue introduced since his arrival and feel he has made significant improvements to boarding life at the school.

Boarding staff are available to pupils in sufficient numbers outside school hours. The school also provides welfare support to pupils through nursing staff, a counsellor and an independent listener. Key staff demonstrated a good knowledge of pupils' individual needs. Systems of communication between boarding, teaching, ballet and nursing staff are open and effective.

The specific objectives of the visit included following up recommended actions made at the last full inspection of the school, carried out on 26th February 2004. The last inspection report recommended that *"house staff should monitor pupils with regard to their work/life balance, particularly regarding time spent in performances"*. The inspection took place following many pupils' completion of their final assessments, a potentially stressful and challenging period of their school lives. Boarders' comments indicated that, whilst they recognise the dual demands of ballet and academic study pose real challenges, they do not feel that the regime imposes unrealistic expectations. Pupils were aware of support networks available to them and staff demonstrated that boarders' welfare needs are adequately monitored.

The examination of records indicated that improvements in recruitment practices are required in order to comply with the relevant National Minimum Standards in this area. The Standards addressing pre-employment checks and verification are detailed and wide-ranging. Documentation required for all new staff includes:

- Check of identify against an official document (such as a passport or birth certificate).
- Criminal Records Bureau disclosure at the highest available level for the role concerned.
- Two written references. (Reference requests must contain a specific question asking referees to state any known reason why the person should not be employed to work with children).
- Evidence of contact by the school with each referee to verify the reference.
- Record of interview.
- Check on proof of relevant qualifications.
- Full employment history.
- Evidence of contact by the school, where feasible, with each previous employer involving work with children or vulnerable adults to check the reason the employment was ended.
- Explanation of any gaps in CV (with a written record by the school that explanations of any gaps have been sought and are satisfactory).

A number of references on file were addressed 'to whom it may concern' and did not include statements relating specifically to the individual's suitability to work with children. There was no evidence of direct contact with referees to verify the authenticity of references. Some files contained no evidence of checks of identify against an official document. The school must ensure that all appropriate documentation is obtained for all staff, including domestic and ancillary staff and any other adults employed or accommodated on site.

Boarding accommodation was generally satisfactory and, as indicated above, was thought by boarders to be adequate. Two bathrooms (boys, years 8/9 and girls, year 8) were in need of redecoration. The school has plans to redevelop the existing site. Approval for plans submitted was awaited at the time of inspection. The redevelopment plan consists of three phases. The first of these is scheduled to commence in June 2005 and includes the provision of new boarding accommodation for pupils in years 9, 10 and 11. Phase two of the plan incorporates the provision of new accommodation for boarders in years 7 and 8.

**FOLLOW UP OF PREVIOUS REQUIRED ACTIONS
FOR UNANNOUNCED, MONITORING AND FOLLOW UP VISITS**

Requirements from last Inspection visit fully actioned?

NA

If No, the findings of this inspection on any Required Actions not implemented are listed below:

REQUIRED ACTIONS

Identified below are areas not yet addressed from the last inspection report which indicate a non-compliance with applicable Regulations or Standards under the Care Standards Act 2000.

No.	Regulation if applicable	Standard	Required actions	

Action is being taken by the Commission for Social Care Inspection to monitor compliance with the above requirements.

Compliance with Conditions of Registration (if applicable)

for Unannounced, Monitoring and Follow up Visits

(Establishments Registered as Children's Homes or Residential Family Centres, Independent Fostering Agencies or Voluntary Adoption Agencies only)

Providers and managers of registered services must comply with statutory conditions of their registration. The conditions applying to this registration are listed below, with the inspector's assessment of compliance from the evidence at the time of this Additional Inspection Visit.

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Condition	Compliance	
Comments		

Lead Inspector	<u>Simon Smith</u>	Signature	_____
Second Inspector	_____	Signature	_____
Regulation Manager	<u>Gunga Chumun</u>	Signature	_____
Date	_____		

FURTHER ISSUES RAISED OR DISCUSSED AT THIS VISIT

The following further issues, not already identified in this report, were raised with the inspector, identified by the inspector, or discussed at this visit, with the conclusions identified below.

Issues raised by children:

Issues raised by staff or carers:

Issues raised by inspector:

REQUIRED ACTIONS FOLLOWING THIS INSPECTION

REQUIRED ACTIONS

Identified below are the actions required following this Additional Inspection Visit, either outstanding from the previous inspection or identified subsequently or at this visit. Action is required on these areas within the given timescales in order to meet the statutory requirements under the Care Standards Act 2000, Children Act 1989, or applicable Regulations and National Minimum Standards.

No.	Regulation if applicable	Standard *	Requirement	
1	NA	5.4	The complaints procedure should include details of the relevant CSCI office.	30.06.05
2	NA	3.2	The child protection policy should clarify that, following an allegation of abuse, notifications will be made to the appropriate local authority child protection co-ordinator.	30.06.05
3	NA	40.4	The years 8/9 boys bathroom and year 8 girls bathroom should be redecorated.	30.06.05

GOOD PRACTICE RECOMMENDATIONS FROM THIS INSPECTION

Identified below are any additional areas arising from this visit which relate to the National Minimum Standards and are seen as good practice issues to be considered for implementation.

No.	Refer to Standard *	Recommendation Action

Note: Standard code is in respect of the relevant service; e.g.
BS = Boarding School, CH = Children's Home, etc

INSPECTOR'S DECLARATION

(where applicable)

Lead Inspector _____ **Signature** _____

Date _____

Public reports

It should be noted that all CSCI inspection reports are public documents.

PROVIDER'S RESPONSE

Registered Person's comments/confirmation relating to the content and accuracy of the report for the above inspection.

We would welcome comments on the content of this report relating to the Inspection conducted on 10th February 2005 and any factual inaccuracies:

Please limit your comments to one side of A4 if possible

Comments and an action plan were received from the Provider.

These are available to view upon request from the SW London Local Office.

Action taken by the CSCI in response to provider comments:

Amendments to the report were necessary

NO

Comments were received from the provider

YES

Provider comments/factual amendments were incorporated into the final inspection report

NO

Provider comments are available on file at the Area Office but have not been incorporated into the final inspection report. The inspector believes the report to be factually accurate

YES

Note:

In instances where there is a major difference of view between the Inspector and the Registered Provider both views will be made available on request to the Area Office.

Please provide the Commission with a written Action Plan by 9th May 2005, which indicates how required or recommended actions and good practice recommendations are to be addressed and stating a clear timescale for completion. This will be kept on file and made available on request.

Status of the Provider's Action Plan at time of publication of the final inspection report:

Action plan was required

YES

Action plan was received at the point of publication

YES

Action plan covers all the statutory requirements in a timely fashion

YES

Action plan did not cover all the statutory requirements and required further discussion

NO

Provider has declined to provide an action plan

NO

Other: <enter details here>

Public reports

It should be noted that all CSCI inspection reports are public documents. Reports on children's homes are only obtainable on personal application to CSCI offices.

PROVIDER'S AGREEMENT

Registered Person's statement of agreement/comments: Please complete the relevant section that applies.

I _____ of _____ confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) and that I agree with the required/recommended actions made and will seek to comply with these.

Print Name _____
Signature _____
Designation _____
Date _____

Or

I _____ of _____ am unable to confirm that the contents of this report are a fair and accurate representation of the facts relating to the inspection conducted on the above date(s) for the following reasons:

Print Name _____
Signature _____
Designation _____
Date _____

Note: In instance where there is a profound difference of view between the Inspector and the Registered Provider both views will be reported. Please attach any extra pages, as applicable.

Commission for Social Care Inspection
33 Greycoat Street
London
SW1P 2QF

Telephone: 020 7979 2000
Fax: 020 7979 2111

National Enquiry Line: 0845 015 0120
www.csci.org.uk

S0000017400.V219494.R01

© This report may only be used in its entirety. Extracts may not be used or reproduced without the express permission of the Commission for Social Care Inspection



The paper used in this document is supplied from a sustainable source