

Heathside Preparatory School

16 New End, Hampstead, London NW3 1JA

Inspection dates

9 July 2018

Overall outcome

The school does not meet all of the independent school standards that were checked during this inspection

Residential provision outcome

The school does not meet all of the national minimum standards that were checked during this inspection

Main inspection findings

Part 3. Welfare, health and safety of pupils

Paragraphs 7, 7(a), 7(b), 8, 8(a), 8(b), 9 and 12; national minimum standards 11, 13.1, 13.3, 13.4, 13.5 and 13.6

- The school's safeguarding policy does not have regard to guidance issued by the Secretary of State. The policy on the school website indicates that it was reviewed in July 2018 and will not be reviewed again until July 2019.
- Leaders and managers have not fulfilled their responsibilities to keep children safe from harm.
- Some designated or deputy designated safeguarding leaders have relinquished their roles and responsibility. New staff assuming these positions, including the proprietor, have not completed the required accredited training to fulfil this function effectively. Furthermore, they do not possess either the confidence or the skills to manage child protection concerns professionally. Inspectors scrutinised child protection referrals following a serious disclosure. The recording of this information is fragmented, lacks detail and does not show how the school has acted to protect vulnerable pupils in response to these concerns.
- On at least one occasion, the school failed to share serious concerns with the local authority safeguarding team. The concerns were not investigated and no action was taken to protect a child at risk of serious harm.
- During the inspection, staff made inspectors aware that a further disclosure had been made by a pupil. Inspectors had to ensure that appropriate action was taken to make sure that these concerns were logged correctly, and that appropriate action was taken.
- Some child protection records remain opened, but unfiled, still in the Royal Mail envelopes in which they were delivered to the school several months ago. Other files do not have dates, signed evidence of the school's ongoing monitoring, or support for

children in need. Pupils' files are disorganised. There is no agreed school format or chronology to facilitate access to the information. Scrappy handwritten notes of discussions with parents or carers following a staff or pupil concern were found in the proprietor's notebook. These were undated, unsigned and not recorded on the school's online system.

Paragraph 10

- Inspectors scrutinised the school's bullying and harassment book. This has not been maintained systematically. The record indicates that there were no reported incidents of bullying between February 2015 and 26 February 2018. This information does not match incidents of poor behaviour, online bullying and unkindness between a minority of pupils that were reported to inspectors by staff.

Paragraphs 11 and 16

- The school has not implemented the health and safety policy, as published on its website. Inspectors found multiple health and safety, and safeguarding failures. These failures place staff, pupils and visitors at risk when they visit the school's sites. No adequate risk assessments were available to inspectors to demonstrate that the proprietor had identified or taken action to mitigate evident health and safety risks. These risks are detailed below.

Paragraph 12; national minimum standard 7

- The school does not comply with Regulatory Reform (Fire Safety) Order 2005.
- The school's fire safety information indicates that fire safety equipment and fire alarms are checked regularly. Leaders cannot demonstrate that issues identified in the school's annual fire safety audit have been addressed. These include, for example, that gaps in fire safety door sealants have been repaired.
- Inspectors identified further significant shortcomings in fire safety. The assembly point for the upper school is too small for the number of occupants on site. The fire exit route crosses an overcrowded car park, and vehicles obstruct the fire assembly area. This impedes safe evacuation from the building.
- The secure entry system to the upper school does not work. There is no procedure for staff or visitor sign-in or sign-out of the school. Staff do not wear named photographic identification. Pupil registers are not taken daily. All this poor practice places staff, pupils and visitors at risk. In the event of an emergency evacuation or a fire, no one can be sure who is actually on site.

Paragraph 13; national minimum standard 3

- The school's first-aid policy is not implemented effectively. Staff report that on the days when the part-time school nurse is not working, administration of pupils' medication records is not maintained accurately. Staff told inspectors that parental permission for boarding students to access local medical services is not systematically obtained.
- Some pupils' medical needs are not met effectively. For example, portable first-aid equipment such as inhalers and epinephrine autoinjectors are not routinely taken on day or residential events. During the inspection, pupils visiting Hampstead Heath for sports did not carry water bottles, and adults had not checked whether pupils had

applied sunscreen. This was despite the extremely hot temperature and strong sun.

Paragraph 14; national minimum standard 17

- The proprietor does not ensure that pupils are properly supervised through the appropriate deployment of staff. On occasion, there are insufficient staff to supervise the boarders. The boys' and girls' wings are separated by a locked door. At times, when there is only one member of staff on duty, boarders cannot always contact a staff member in the event of an emergency.
- There are times when boarders cannot access the boarding premises after school because staff are not available to supervise them. One boarder complained to an inspector that they were 'tired' because they could not access the boarding facilities at the end of the school day and instead had to attend after-school clubs.

Paragraph 15

- Leaders do not ensure that the admissions and registration of pupils are maintained in accordance with the Education (Pupil Registration) (England) Regulations 2006.
- The proprietor has admitted three Year 10 pupils to the school. The school is not registered for pupils beyond age 14.
- Staff do not maintain the daily registers. They do not use correct codes to indicate the reasons for pupils' absence. During the inspection, some daily registers had not been completed by 2.44pm. A high proportion of pupils were off site, rehearsing for the end-of-year school performance. Staff did not record this accurately in the registers.
- Inspectors scrutinised documentation for pupils excluded from school. The information does not comply with Statutory Exclusions Guidance (September 2017). School records indicate that pupils have been excluded unlawfully. Required procedures have not been followed to ensure pupils' education, care or re-integration before, during or after an exclusion from school.

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

Paragraphs 21(1), 21(2), 21(3), 21(3)(a), 21(3)(a)(i), 21(3)(a)(ii), 21(3)(a)(iii), 21(3)(a)(iv), 21(3)(a)(v), 21(3)(a)(vi), 21(3)(a)(vii), 21(3)(a)(viii), 21(3)(b), 21(4), 21(5), 21(5)(a), 21(5)(a)(i), 21(5)(a)(ii), 21(5)(c) and 21(6)

- The school does not meet the independent school standards to ensure the suitability of staff to work with children.
- Inspectors had to ask repeatedly to see staff files. When inspectors did sample some files, late on the inspection day, the information in them appeared to be correct. However, the single central record of staff pre-employment checks was not made available to inspectors before the conclusion of the inspection at 7.30pm. Inspectors could not therefore ascertain whether the proprietor ensures that the school makes robust or systematic checks on the suitability of all staff to work with children.

Part 5. Premises of and accommodation at schools

Paragraph 25

- School and site security is weak. Some staff and some pupils feel unsafe. They said that they report their concerns to the proprietor, but no action is taken. Inspectors sought older pupils' views about the school. These pupils confirmed that they had

concerns about their safety at school.

- Staff on all school sites told inspectors that pupils can leave the premises easily and unnoticed. Inspectors' tours of premises confirmed that the concerns of staff and pupils are legitimate.
- In the upper school, there is no controlled barrier to prevent vehicle or public access onto the grounds and into the car park, which pupils access during the day. On the middle school site, the main entrance was unlocked, and a side gate was tied open with an electrical cable. Another faulty latch did not close the gate securely. In the lower school, four unsupervised exit points lead directly onto the street.
- The school's arrangements for trips, outings and residential experiences are chaotic. Different members of staff told inspectors that excursions are poorly planned and do not routinely include risk assessments. At times, no one in school knows who is or is not on site, or whether pupils and staff have reached their destination safely. Staff told inspectors about incidents of poor adult supervision on residential visits.
- Pupils told inspectors that school communications were frequently received by email during the night or very early in the morning, informing their parents about trips or school events the same day. Pupils said that trips were 'disorganised', and that it was difficult for their parents to plan ahead. One also said that they did not feel safe, 'because there is not much control in doing things like going on trips or going to sports'.

Paragraphs 28(1), 28(1)(a), 28(1)(b), 28(1)(c) and 28(1)(d)

- Leaders have not ensured that the independent school standards are met regarding the provision of adequate drinking water supplies and toilet facilities.
- Girls' and boys' toilets on the ground floor of the upper school do not have hot water taps.
- The school has approximately 50 female students on the upper school site. Only two sanitary disposal bins are available, and these are not in each of the girls' toilet cubicles.
- Suitably labelled drinking water facilities are not provided for pupils. In hot weather, water coolers are not replenished when they become depleted during the day.

Paragraphs 29(1), 29(1)(a) and 29(1)(b)

- Pupils on the middle- and lower school sites do not have immediate access to play areas outdoors, due to the physical limitations of the sites. In practice, this means that pupils work throughout the morning until lunchtime without access to the open air. They only go outside to Hampstead Heath at lunchtime for outdoor play. Some parents feel that this is too long for younger children to be inside. Inspectors agree.
- Arrangements to maintain the external premises are inadequate. As a result, general site matters remain unattended. On the upper site, scattered litter is unsightly and a health hazard. In the wooded area, where pupils play, inspectors found discarded refuse bags, a discarded electrical sander plate and a pile of concrete blocks.
- Notwithstanding the hot weather at the time, the upper school outdoor grass play area is worn dry, resembling a dusty arid slope. It is not surprising that pupils told inspectors that, 'We should have more grass because we mostly have mud'.

- Elsewhere in the school grounds, many empty and full water cooler vessels are stored along pedestrian pathways, outside teaching blocks.

Part 7. Manner in which complaints are handled

Paragraphs 33, 33(j) and 33(j)(ii); national minimum standards 13, 17.1, 18.1 and 18.2

- The school's complaints and whistleblowing policies are ineffective. An unusually high number of staff and teachers shared concerns with inspectors about the running of the school and boarding provision. Staff reported feeling 'fearful' of reporting concerns to the headteacher, who is the sole proprietor. There is no independent mechanism for investigating complaints against the proprietor.
- The proprietor does not regularly seek the views of boarders in order to develop and improve the boarding provision. Only one meeting has been recorded with boarders, in January 2018. Pupils and boarders said that they can confide in staff, but the school does not always take appropriate action when staff report pupils' concerns.
- Parents and staff told inspectors that the proprietor does not respond to their concerns and complaints. They said that they have complained about many aspects of the school's work. These include the school's safeguarding arrangements, the provision of curriculum equipment, employment contracts and adequate supervision of pupils. They have also complained about the proprietor's behaviour towards staff and pupils, and the proprietor's failure to confirm whether the school is legally registered to teach Year 10 pupils.
- Pupils complained to an inspector, with one saying, 'A bunch of us are still uncertain about whether our choices are available or not in the new year'. Another said, 'I want reassurance that I am here legally as a Year 10 pupil.'
- The school website states that there were no complaints during 2017/18.

Part 8. Quality of leadership in and management of schools

Paragraphs 34, 34(1), 34(1)(a), 34(1)(b) and 34(1)(c); national minimum standard 13

- Inspectors obtained evidence of education, health and safety and safeguarding practice that contravenes the statutory regulations and arrangements issued by the Secretary of State.
- Inspectors found a high number of serious concerns in the school that directly affect staff and pupils' well-being and safety.
- Members of the advisory board have neither the experience, level of involvement nor the authority needed to have oversight of the welfare of pupils or boarders. They are unable to provide constructive challenge to the proprietor, or take any effective action in response to safeguarding concerns.
- The proprietor has not ensured that the school's leadership and management demonstrate good skills and knowledge, so that the independent school standards are met consistently.
- The proprietor has not ensured that those responsible for leadership and management fulfil their responsibilities effectively, so that the independent school standards are met consistently.
- The proprietor has not ensured that the school actively promotes the well-being of

pupils.

Schedule 10 of the Equality Act 2010

- The school does not comply with Schedule 10 of the Equality Act 2010. The school's accessibility plan on its website is not implemented effectively. The sites are not accessible for pupils, staff or visitors. On the upper school site, where there is a lift, it has been disconnected to prevent access. On each floor, the lift doors are obstructed by sports equipment, tables or school supplies.

Statutory requirements of the Early Years Foundation Stage

- The provider has not ensured that safeguarding and welfare requirements in Section 3 of the Statutory Framework for Early Years Foundation Stage are met.

Boarding provision

The overall experience and progress of children

Standards 13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 13.7, 13.8 and 13.9

- The proprietor of the school is also the headteacher and head of boarding. The members of the advisory board have neither the experience, level of involvement nor authority needed to have oversight of the welfare of pupils or boarders. They are unable to provide a constructive challenge to the headteacher or take any effective action in response to safeguarding concerns.
- The headteacher has limited training and no experience of managing boarding provision, and insufficient understanding of the regulatory framework or National Minimum Standards for Boarding Schools (2015) (NMS). She relies on external consultants for advice and delegates the day-to-day running of boarding to a 'trainee boarding manager'. The trainee manager has no experience and insufficient training for the role. There are no senior leadership forums to discuss the welfare, progression or experiences of pupils across the school and boarding provision. The acting head of boarding is a teacher in the school and also head of the geography department. It is not clear how she is supported or has the time to carry out these responsibilities effectively.
- Owing to the inexperience of staff in senior positions, lack of clarity in terms of leadership roles and lack of oversight and monitoring by leaders and the advisory board, a large number of the NMS are unmet.
- Despite these shortfalls, the trainee manager and boarding staff are making great efforts to ensure that young people in boarding are safe and have a positive experience of boarding.
- Policies across school and in the boarding facilities in relation to child protection and whistleblowing are unhelpful and ineffective in practice. Boarding staff who live on the premises are unclear as to the provider's expectations in relation to when they are on site but off duty, for example in relation to the consumption of alcohol on site. Recording in relation to safeguarding concerns is poor.

Standards 15.3, 15.4

- On occasion, there are insufficient staff available to supervise the boarders. The boys' and girls' wings are separated by a locked door. When only one member of staff is on

duty, boarders cannot always contact a staff member in the event of an emergency.

- An unusually high number of staff and teachers shared concerns with inspectors about the running of the school and boarding provision. Staff reported feeling fearful of reporting concerns to the headteacher. There is no independent mechanism for investigating complaints against the headteacher and proprietor. The school's complaints policy is ineffective.

The national minimum standards that were assessed during this inspection

11.1 The school ensures that:

- arrangements are made to safeguard and promote the welfare of pupils at the school; and
- such arrangements have regard to any guidance issued by the Secretary of State.

13.1 The school's governing body and/or proprietor monitors the effectiveness of the leadership, management and delivery of the boarding and welfare provision in the school, and takes appropriate action where necessary.

13.2 There is clear leadership and management of the practice and development of boarding in the school, and effective links are made between academic and residential staff.

13.3 The school's leadership and management demonstrate good skills and knowledge appropriate to their role.

13.4 The school's leadership and management consistently fulfil their responsibilities effectively so that the standards are met.

13.5 The school's leadership and management and governance actively promote the wellbeing of pupils.

13.6 Senior boarding staff have an adequate level of experience and/or training.

13.7 The school follows and maintains the policies and documents described in Appendix 1 [to the NMS].

13.8 The records specified in Appendix 2 [to the NMS] are maintained and monitored by the school and action taken as appropriate.

13.9 The issues specified in Appendix 3 [to the NMS] are monitored, and action is taken to improve outcomes for children as appropriate.

15.3 The staff supervising boarders outside teaching time are sufficient in number, training and experience for the age, number and needs of boarders, and the locations and activities involved.

15.4 Boarders are at all times under the responsibility of an identified member of staff who is suitably qualified and experienced.

17.1 Boarders are actively encouraged to contribute views to the operation of boarding provision, are able to raise concerns and make complaints, and their views are given appropriate weight in decisions about the running of the school. Boarders are not penalised for raising a concern or making a complaint in good faith.

18.1 The school has, and follows, an appropriate policy on recording and responding to complaints that is compliant with the relevant regulatory standards.

18.2 The school's written record of complaints identifies those complaints relating to boarding provision, and action taken by the school as a result of those complaints (regardless of whether they are upheld).

Compliance with regulatory requirements and national minimum standards for residential special schools

The school does not meet the requirements of the schedule to the Education (Independent School Standards) Regulations 2014 ('the independent school standards'), the National Minimum Standards for Boarding Schools 2015 (NMS) and associated requirements that were checked during this inspection, as set out in the annex of this report. Not all of the standards and associated requirements were checked during this inspection.

School details

Unique reference number	100078
Social care unique reference number	1280475
DfE registration number	202/6360
Inspection number	10055805

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.

The inspection of residential provision was carried out under the Children Act 1989, as amended by the Care Standards Act 2000, having regard to the national minimum standards for residential special schools.

Type of school	Other independent school
School status	Independent boarding school
Age range of pupils	2 to 14
Gender of pupils	Mixed
Gender of pupils in the sixth form	Mixed
Number of pupils on the school roll	456
Of which, number on roll in sixth form	0
Number of part-time pupils	38
Number of boarders on roll	15
Proprietor	Remus White Ltd
Headteacher	Ms Melissa Remus Elliot
Annual fees (day pupils)	£9,000 to £18,600
Annual fees (boarders)	Not available
Telephone number	02 0305 84011
Website	www.heathsideprep.co.uk
Email address	info@heathsideprep.co.uk
Date of previous standard inspection	19–21 September 2017

Information about this school

- Heathside Preparatory School is a co-educational, non-denominational and non-selective school for boys and girls aged from two to 14 years of age.
- There are currently 456 pupils on roll. Of these, 38 attend part time. No pupil has an education, health and care plan.
- At the time of the inspection, 15 pupils were boarding.
- The school is registered to admit pupils from two years of age to age 14. The school is split between four sites, which are walking distance apart.
- All pupils in the Reception class and above attend full time. Parents have an option to send their children either part time or full time to the Nursery or the pre-Nursery.
- The school was last inspected in September 2017 and was judged as outstanding in all areas, except the early years, which was judged as good.
- On 6 June 2018, Ofsted conducted an inspection under Section 87 of the Children Act 1989, to assess boarding practice within the school. Social care inspectors found unmet national minimum standards in standard 11 (Child protection), standard 13 (Management and development of boarding) and standard 18 (Complaints).
- An advisory board was created in January 2017 to provide support, advice and challenge to the headteacher (the sole proprietor).
- The school uses a nearby park for outdoor play and physical education teaching. Local leisure centres are also used for sports activities.
- The school uses no alternative provision.
- The school does not meet the requirements on the publication of specified information on its website. The safeguarding policy does not comply with guidance from the Secretary of State. The number of recorded complaints is stated as none. Inspectors were made aware of at least one complaint made to the school, this year.
- The school does not implement statutory policies that are made available on the school's website. These policies relate to health and safety, risk assessment, complaints, whistleblowing, safeguarding, admissions and attendance.
- The school does not comply with its registration criteria from the Department for Education, the registration authority. The school is registered to provide education for pupils aged two to 14. Three Year 10 pupils are educated in the school.

Information about this inspection

- This emergency, unannounced inspection was conducted at the request of the registration authority to check the school's compliance with the independent school standards relating to the welfare, health and safety of pupils (Part 3), the suitability of the staff and proprietors for working with children (Part 4), premises and accommodation at school (Part 5), and the quality of leadership in, and management of schools (Part 8).
- The lead inspector was joined by two social care inspectors. Inspectors toured the school's four sites, held meetings with staff and parents, and spoke informally to pupils.
- A range of documents and policies was reviewed to check the school's compliance with the requirements of the independent school standards. Inspectors also considered aspects of the school's compliance with the national minimum standards for boarding schools.
- The inspectors were unable to check the single central register of pre-employment checks on staff, but they sampled a range of staff personnel files. They looked at pupils' attendance, exclusion and behaviour records. They examined documents and policies on safeguarding, welfare, and health and safety.
- A high proportion of staff requested discussions with the inspectors about the school's work. A telephone discussion was held with the local authority's designated officer and one parent to evaluate the effectiveness of the school's safeguarding arrangements.

Inspection team

Ann Debono, lead inspector	Ofsted Inspector
Lee Kerwin	Social care inspector
Patrick Sullivan	Social care inspector

Annex. Compliance with regulatory requirements

The school does not meet the following independent school standards

Part 3. Welfare, health and safety of pupils

- 7 The standard in this paragraph is met if the proprietor ensures that–
 - 7(a) arrangements are made to safeguard and promote the welfare of pupils at the school; and
 - 7(b) such arrangements have regard to any guidance issued by the Secretary of State.
- 8 Where section 87(1) of the 1989 Act applies in relation to a school, the standard in this paragraph is met if the proprietor ensures that–
 - 8(a) arrangements are made to safeguard and promote the welfare of boarders while they are accommodated at the school; and
 - 8(b) such arrangements have regard to the National Minimum Standards for Boarding Schools or, where applicable, the National Minimum Standards for Residential Special Schools or the National Minimum Standards for Accommodation of Students under Eighteen by Further Education Colleges.
- 10 The standard in this paragraph is met if the proprietor ensures that relevant health and safety laws are complied with by the drawing up and effective implementation of a written health and safety policy.
- 11 The standard in this paragraph is met if the proprietor ensures that relevant health and safety laws are complied with by the drawing up and effective implementation of a written health and safety policy.
- 12 The standard in this paragraph is met if the proprietor ensures compliance with the Regulatory Reform (Fire Safety) Order 2005.
- 13 The standard in this paragraph is met if the proprietor ensures that first aid is administered in a timely and competent manner by the drawing up and effective implementation of a written first aid policy.
- 14 The standard in this paragraph is met if the proprietor ensures that pupils are properly supervised through the appropriate deployment of school staff.
- 15 The standard in this paragraph is met if the proprietor ensures that an admission and attendance register is maintained in accordance with the Education (Pupil Registration) (England) Regulations 2006.
- 16 The standard in this paragraph is met if the proprietor ensures that–

- 16(a) the welfare of pupils at the school is safeguarded and promoted by the drawing up and effective implementation of a written risk assessment policy; and
- 16(b) appropriate action is taken to reduce risks that are identified.

Part 5. Premises of and accommodation at schools

■ 25 The standard in this paragraph is met if the proprietor ensures that the school premises and the accommodation and facilities provided therein are maintained to a standard such that, so far as is reasonably practicable, the health, safety and welfare of pupils are ensured.

■ 28(1) The standard in this paragraph is met if the proprietor ensures that–

- 28(1)(a) suitable drinking water facilities are provided;
- 28(1)(b) toilets and urinals have an adequate supply of cold water and washing facilities have an adequate supply of hot and cold water;
- 28(1)(c) cold water supplies that are suitable for drinking are clearly marked as such; and

28(1)(d) the temperature of hot water at the point of use does not pose a scalding risk to users.

■ 29(1) The standard in this paragraph is met if the proprietor ensures that suitable outdoor space is provided in order to enable–

- 29(1)(b) pupils to play outside.

Part 7. Manner in which complaints are handled

■ 33 The standard about the manner in which complaints are handled is met if the proprietor ensures that a complaints procedure is drawn up and effectively implemented which deals with the handling of complaints from parents of pupils and which–

- 33(d) allows for a complaint to be made and considered initially on an informal basis;
- 33(j) provides for a written record to be kept of all complaints that are made in accordance with sub-paragraph (e) and–
- 33(j)(ii) action taken by the school as a result of those complaints (regardless of whether they are upheld)

Part 8. Quality of leadership in and management of schools

- 34(1) The standard about the quality of leadership and management is met if the proprietor ensures that persons with leadership and management responsibilities at the school—
 - 34(1)(a) demonstrate good skills and knowledge appropriate to their role so that the independent school standards are met consistently;
 - 34(1)(b) fulfil their responsibilities effectively so that the independent school standards are met consistently; and
 - 34(1)(c) actively promote the well-being of pupils.

The school does not meet the following national minimum standards for boarding schools

- The school has, and implements effectively, appropriate policies for the care of boarders who are unwell and ensures that the physical and mental health, and emotional wellbeing of boarders is promoted. (NMS 3.1)
- The school ensures that arrangements are made to safeguard and promote the welfare of pupils at the school; and such arrangements have regard to any guidance issued by the Secretary of State. (NMS 11.1)
- The school's governing body and/or proprietor monitors the effectiveness of the leadership, management and delivery of the boarding and welfare provision in the school, and takes appropriate action where necessary. (NMS 13.1)
- There is clear leadership and management of the practice and development of boarding in the school, and effective links are made between academic and residential staff. (NMS 13.2)
- The school's leadership and management demonstrate good skills and knowledge appropriate to their role. (NMS 13.3)
- The school's leadership and management consistently fulfil their responsibilities effectively so that the standards are met. (NMS 13.4)
- The school's leadership and management and governance actively promote the wellbeing of pupils. (NMS 13.5)
- Senior boarding staff have an adequate level of experience and/or training. (NMS 13.6)
- The school follows and maintains the policies and documents described in Appendix 1. (NMS 13.7)
- The records specified in Appendix 2 are maintained and monitored by the school and action taken as appropriate. (NMS 13.8)
- The issues specified in Appendix 3 are monitored, and action is taken to improve outcomes for children as appropriate. (NMS 13.9)
- The staff supervising boarders outside teaching time are sufficient in number, training and experience for the age, number and needs of boarders, and the locations and

activities involved. (NMS 15.3)

- Boarders are at all times under the responsibility of an identified member of staff who is suitably qualified and experienced. (NMS 15.4)
- Boarders are actively encouraged to contribute views to the operation of boarding provision, are able to raise concerns and make complaints, and their views are given appropriate weight in decisions about the running of the school. Boarders are not penalised for raising a concern or making a complaint in good faith. (NMS 17.1)
- The school has, and follows, an appropriate policy on recording and responding to complaints that is compliant with the relevant regulatory standards. (NMS 18.1)
- The school's written record of complaints identifies those complaints relating to boarding provision, and action taken by the school as a result of those complaints (regardless of whether they are upheld). (NMS 18.2)

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