

Caring

Passion

Excellence

Integrity



Inspiring and supporting young people to
live happy, healthy and successful lives.



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Annual Quality Report **2020**

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Introduction

As Chief Executive, I am pleased to share the Keys Group second Annual Quality Report which demonstrates our commitment to delivering safe, high quality care and education to children and young people.


Our report demonstrates not only how far we have come, but also our continuing collective drive to achieving our vision of 'inspiring and supporting children and young people to live happy, healthy and successful lives'. It also identifies the key areas of focus for our quality improvement work over the coming year. Working together, we are using measurement and real time data, to learn and improve at every level of our organisation in order to achieve our objective of delivering excellent care and education.

The coronavirus pandemic of 2020 presented us with major challenges in the delivery of our services to some of the most vulnerable children and young people in our society, and we have had to make significant changes to business as usual at Keys Group. I have seen the determination and resilience of individuals and teams to overcome unprecedented organisational, professional and personal challenges in order to provide the best possible care and education to our children and young people. The pace of change and the need to keep up with the latest guidance has been relentless but the capacity of everyone to maintain focus and stay positive has been inspiring.

At the time of writing we remain in the grip of the pandemic but with hope on the horizon in the form of an approved vaccine. We have coped steadfastly in the face of its challenge, with an unrelenting focus on the safety and wellbeing of our children, young people and colleagues. We are as ready and prepared as anyone can be for any further outbreak.

I would like to take this opportunity to thank all our people for their hard work and continued dedication to providing the highest quality of care and education. I also wish to acknowledge the important role that the children and young people who use our services have had in shaping the way we work and develop.

David Manson Chief Executive Officer



● Inspiring and supporting
● young people to live
● happy, healthy and
● successful lives.

Who We Are

Keys Group is an established independent provider of residential children's care and specialist education with a well-distributed portfolio of homes, schools and other services throughout England and Wales. We were established in 2005 and have grown to become one of the largest providers of residential care to looked after children and young people in England and Wales.

With 125 homes across England and Wales, we are the second largest provider of independent children's homes in the UK and are the fifth largest provider of independent special needs schools in England in share of pupils.

Divisions	Residential			Education	Leaving Care
	Children's Homes	Activity Centres	Family Assessment		
Description	Specialist homes for looked after children and young people with complex needs. Homes provide a nurturing family-like environment and therapeutic care and support	Specialist services providing short term, high intensity intervention programmes which aim to stabilise children and young people in a period of crisis	Parenting Assessment met services to observe the family's parenting skills to enable commissioners to make long term living arrangement decisions	Day school placements for children and young people with complex needs.	Support for young people transitioning to independent living. Offering both accommodation and tailored support.
No. of sites	118	5	2	21	2 offices
Capacity	407	30	13	c.700	c.60

What Drives Us

Our values form the foundations of our work to inspire and support children and young people to live happy, healthy and successful lives.

Excellence

Accountable and intent to achieve the best in all we do. Challenging ourselves to the highest standards of learning, development and performance.

Passion

Committed and ambitious in heart and mind to supporting the best outcomes for young people.

Integrity

Working honestly and transparently sharing our results and learnings.

Caring

Showing compassion and empathy, placing the young person at the centre of all we do, taking their feelings and wishes in to account.

excellence

Caring

Integrity

passion

What We Do

We provide services, predominantly for children and young people with social, emotional and mental health needs, severe learning difficulties and autism. We are specialists in caring for and educating children and young people with high severity needs, behaviours of concern and complex care requirements. This year our staff provided care and support to 1250 children and young people.



612

Residential

Number of young people we cared for and supported.



534

Education and Skills

Number of children, young people and adults we educated and provided with work skills.



62

Leaving Care

Number of young people we supported towards independence.



42

Other

Number of children and young people supported in other services.



Our Services

Residential Homes

Our residential houses are not just places to live but are 'homes' for the children and young people we support. We strive to nurture every child and young person to achieve their individual potential. We work with and support each young person to achieve good outcomes.

In 2019/20 we provided a home for 612 children and young people in England and Wales.

Our specialist homes provide dynamic and forward thinking therapeutic approaches in line with each child's or young person's needs. Our expertise includes support in the following areas:

- Exploitation
- Sexually harmful behaviours
- Substance misuse
- Self-injurious behaviours
- Offending behaviours
- Emotional, behavioural difficulties
- Learning difficulties/disabilities
- Autistic spectrum disorders

Regulator Feedback

- "The home is warm and welcoming. It resembles a family home. Staff support children to choose the colour and design of their bedrooms. Children are proud of their rooms and help keep them tidy. The communal areas in the home are bright and attractive spaces, with plenty of toys and games. Both the bathrooms in the home have been replaced since the last inspection, and they are now light and modern spaces. Children want to spend their time in this welcoming environment."
- "Two children have recently moved on from the home to live with foster carers, after living in the home for a number of years. This is a tremendous outcome for them."
- "Children have access to the organisation's therapist, and staff are able to seek advice and guidance from therapists on a regular basis. The registered manager has also sought support from an in-house clinical psychologist, who has provided helpful advice regarding behavioural support strategies for one child who is currently struggling to manage his behaviour."
- "Child-centred planning places the children at the heart of staff practice. Staff work supportively with the children's families, and are respectful of their knowledge of their children's needs. This partnership approach validates and helps to maintain enduring family bonds."



Case Study

Freya was 14 years old when she came to one of our residential homes. She was distressed and frightened and found it really difficult to manage her emotions without lashing out at her carers and taking cannabis to escape from her thoughts. Through a clear agreed plan of care, the staff at the home, her therapist and social worker worked together to support Freya. They all recognised that Freya had an exceptional singing talent, she composed songs and music. It was through music that she was able to channel her thoughts, communicate her feelings and celebrate her successes. The home and social worker worked together to secure a placement in a music school where Freya flourished - her talent growing and the risks she was posing diminishing. After two and a half years and as planned, Freya achieved her goals - moving back to the town she grew up in, continuing to receive support, being near her family and attending college with a clear plan for her future.

Feedback from Children

“Staff made me feel very welcome, showed me around the home and offered me some food and drink. Went through the welcome guide with me.”

“Staff helped me feel really welcome and made my bedroom how I liked it.”

Social Worker Feedback

- “This is an excellent placement for our young person, the staff and manager are committed to supporting her and manage her complex needs well.”
 - “The quality of Highcroft in my view is high. I can also be positive about the previous activity and intervention placement provided through Keys, I have noted the same levels of quality across all Keys provision.”
 - “I am impressed with how settled our young person is since coming to this unit. No reports of her going missing and she is engaging with staff well on the whole.”
- She is quite strong willed so the only area of improvement I can see is helping her to be less abusive at times to staff in Social Care if she gets frustrated with them for any reason.”
- “I find working with the manager and her supporting staff to be of an extremely positive professional approach. I have great respect for the service they provide.”
 - “I find incidents of a Safeguarding manner to be dealt with promptly. I find all staff members to be positive.”
 - “The placement was very accommodating to the needs of my young person working in a creative way to ensure he was meeting his developmental milestones and supported towards independence.”

Sample Keys Group Smart Survey Children and Young People

During your time were you told about any of these? Please tick			Response Percent	Response Total
1	Your Care Plan	<input type="checkbox"/>	88.24	15
2	The complaints process	<input type="checkbox"/>	88.24	15
3	Results of a room search	<input type="checkbox"/>	94.12	16
4	Your end of month report	<input type="checkbox"/>	88.24	15
5	Rules & boundaries of the home	<input type="checkbox"/>	88.24	15
6	Police involvement	<input type="checkbox"/>	64.71	11
7	Child protection process	<input type="checkbox"/>	76.47	13
8	Your review report	<input type="checkbox"/>	82.35	14
9	Fire evacuation procedures	<input type="checkbox"/>	88.24	15
10	The reasons for a room search	<input type="checkbox"/>	88.24	15
11	Missing from care process	<input type="checkbox"/>	82.35	14
12	The role of Ofsted	<input type="checkbox"/>	88.24	15

We recognise that our system for centrally gathering feedback requires improvement, to engage and encourage children and young people to share their views. We will be working

together with children and young people to design a system that meets their needs and ensures we hear as many voices as possible.

Education and Skills



Our schools strive to support pupils to thrive and achieve their maximum potential. They are environments providing individualised teaching resources and support specifically targeted to meet the educational needs of each and every child and young person.

We are flexible and adaptable in our approach to learning and education.

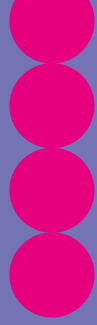
We understand that each pupil comes with different experiences of education and we are committed to understanding those individual needs and abilities. In that understanding, we individually tailor our encouragement and support to maximise the potential of each pupil to learn and grow. The safe and unique environments that our schools offer builds trust within the school community, works to reduce risks and create spaces where children and young people can develop and prepare for their future.

In addition, we offer the AQA Unit Award Scheme (UAS) inclusive of certification. With UAS, learners have their achievements recognised and are rewarded, no matter how big or small. UAS motivates, encourages and raises self-esteem within young people who can be rewarded for achievements which ordinarily might go unrecognised. We also offer structured day services full of meaningful activities for adults with additional needs.

Keys Group operates a geographically diverse portfolio of 21 schools and 2 adult focused structured day services in England and Wales. In 2019/20 we provided specialist education to 534 children and young people and adults.

In our schools, our children and young people have often faced significant challenges and often with extremely negative learning experiences. However, each year we see them succeeding on their own terms, and within the context of their own lives and journeys. This is shown by our destinations data.





96%

96% of our school leavers move onto a positive destination;

- College Placement
- Work
- Apprenticeship
- Further Study/ Foundation courses to access i.e. armed services etc.

In terms of qualifications, 100% of our Year 11 leavers left with meaningful qualifications – whether that’s GCSEs, BTECs, ASDAN or Functional Skills among others. They have had a grounding in the key subjects of maths, english and science and, importantly are equipped with a range of skills for the next stage of their life journey.

Case Study 1

Zac had never attended school prior to being placed in a Keys school. Aged just 12 and entering Year 8, Zac’s family were extremely worried and thought all hope was lost. Fast-forward to Year 11 and through consistent teaching, building relationships and offering education that truly meets the individual needs and abilities of each child, Zac is due to start a mechanics apprenticeship in autumn 2020. Academic exams were not where Zac excelled, tapping into his interest in taking things apart and putting them back together, the school worked to his strengths and he is excited about his future and the opportunities ahead.

Case Study2

Kassem first came to one of our primary schools aged 7, a boy who presented with behaviours of concern and where teaching opportunities were regularly interrupted to focus on keeping Kassem and other safe. A change in Kassem’s home life meant he had to move away from his Keys school but on his return to the area aged 13 he only agreed to return to a Keys Group school for his education. As a consequence of strong nurturing and support Kassem has settled well into school life. While there are still times when he becomes distressed and upset, these episodes are diminishing in frequency. Kassem told his social worker, ‘this is the place where I can trust people.’ The school is indeed a safe space for Kassem, he enjoys school and is first in the queue for attending new events and joining in with others.

Regulatory Feedback

- Leaders have clear ambition for the school and the pupils. Keys is investing in a complete refurbishment of the current school. Leaders have been involved in designing changes so that the school better meets the needs of the pupils.”
- “The headteacher models the school’s commitment to secure pupils’ achievement and personal development and well-being. Leaders ensure that all the independent school standards are consistently met.”
- “Pupils behave well throughout the day. Pupils’ behaviour improves strongly over time. When they struggle to manage themselves, pupils respond well to staff support. Pupils improve their attendance rapidly after starting at the school.”



Leaving Care



Our leaving care service was registered with the Care Quality Commission in October 2018. This unique service provides support and care to 62 young people during 2019/20, bridging the gap between being looked after in residential care and independent living in the community. Staff provide support or care as appropriate, assisting each young person to transition to independent living.

In 2020, we established a project group to clearly set out a robust transition map, presenting the journey a young person would be supported to take from a residential children's home through to independent living via leaving care services. This project is being supported by Smallfry, a design and development consultancy. They have been tasked with challenging our thinking in creating an innovative pathway that embeds our vision and values that can be easily communicated to young people and all stakeholders.

Case Study

Dylan was cared for at a Keys residential children's home for 4 years before he transitioned to the leaving care service at the age of seventeen. Dylan had a really positive residential placement, staff fondly and proudly speak about how Dylan matured into an ambitious young man who wanted to "make something of himself" and he was ready for the next stage of his journey towards adulthood.

Dylan was one of the first young people to be transitioned from a Keys Group residential children's home to a Keys Group leaving care service. Staff from both services worked collaboratively with Dylan to achieve a smooth move between services. Dylan was involved in viewing his new flat and making it his home after moving in.

Dylan struggled in the early days, the new adjustment to semi-independent living was not always easy and it took time to accept help and form trusting relationships with the support staff. With encouragement, Dylan started an auto-mechanic course which he successfully completed. He went on to secure an apprenticeship at a national auto-mechanics provider where he has been promoted into a supervisory position. Furthermore in February 2020 and after turning 18, Dylan secured his own tenancy. Our leaving care service continued to provide outreach support as he settled into being fully independent. Today Dylan is living successfully and fully independently in his own flat.



Ofsted Consultation - Unregulated Provision for Children in Care and Care Leavers¹

In February 2020 Ofsted launched a consultation into the unregulated provision for children in care and care leavers. This consultation was coupled with the release of a Department for Education research report 'Use of unregulated and unregistered provision for children in care', February 2020. The majority of children living independently and in semi-independent accommodation (99 per cent and 97 per cent respectively) at 31 March 2019 were aged 16 and over, with a small number of children in the 10 to 15 age group (1 per cent living independently and 3 per cent in semi-independent accommodation).

The number of children in care aged 16 or 17 placed in unregulated settings has increased from 2,900 in 2009 to 6,100 in 2019. Proposals to tackle poor quality provision include:

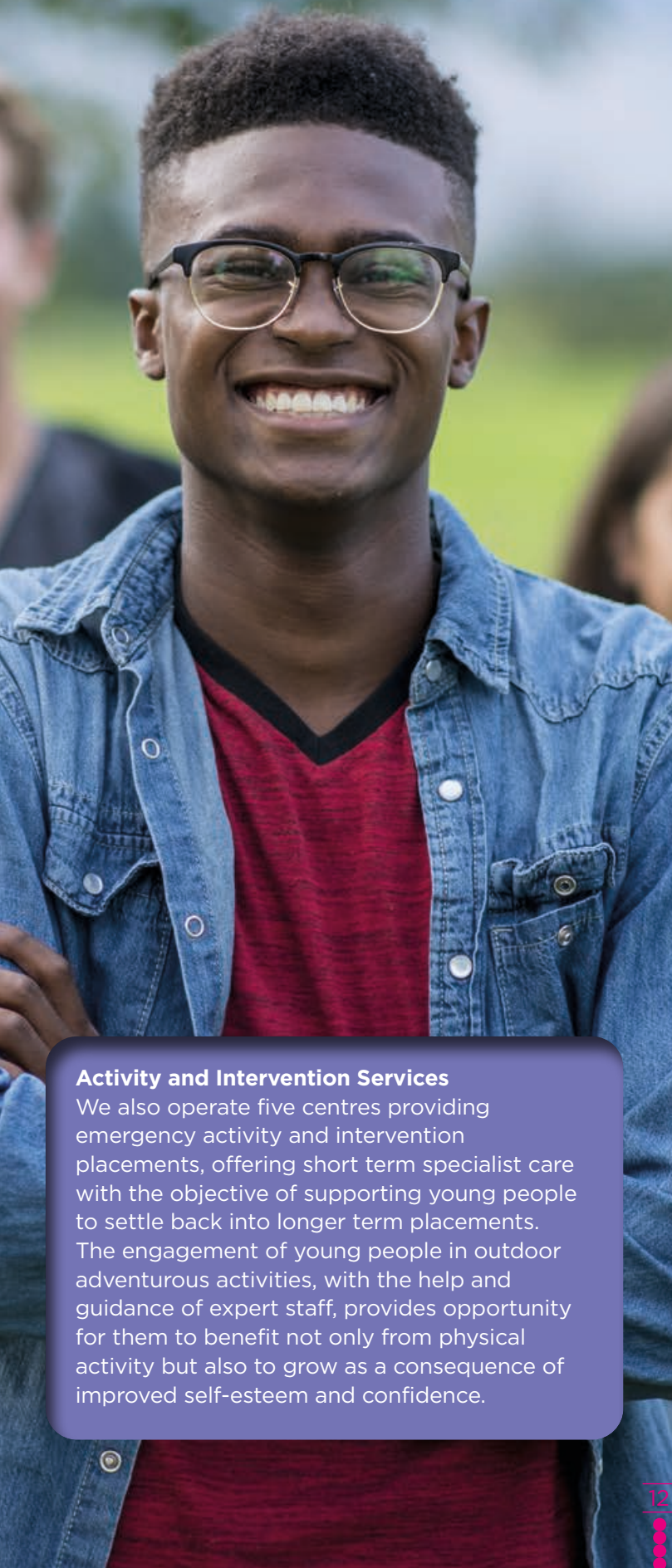
- Banning using this provision for under 16s.
- Introducing national quality standards.
- Ensuring independent reviewing officers represent young people's interests.
- Requiring local authorities and police forces to cooperate with each other.
- New legal powers for Ofsted to take action against illegal providers.

Keys Group responded to this consultation supporting the implementation of proportionate measures to ensure that services for young people transitioning to independence are of good quality.





Other Services



Activity and Intervention Services

We also operate five centres providing emergency activity and intervention placements, offering short term specialist care with the objective of supporting young people to settle back into longer term placements. The engagement of young people in outdoor adventurous activities, with the help and guidance of expert staff, provides opportunity for them to benefit not only from physical activity but also to grow as a consequence of improved self-esteem and confidence.

Case Study

The National Three Peaks Challenge involves climbing the three highest peaks of Scotland, England and Wales. The total walking distance is 23 miles (37km) and the total ascent is 3064 metres (10,052ft). A challenge that leaves most adults quaking in their hiking boots but not for Lee an energetic young person who was not only keen to do the challenge but wanted to raise money for charities at the same time. By offering activities and opportunities that would otherwise not have been available to Lee, staff supported Lee over 4 days, walking for more than 13 hours and driving over 950 miles to achieve this tremendous goal and the feeling of success through grit and determination. The attributes that have been forged with Lee are supporting him to apply the same principles to his life and future goals and ambitions.

CIW Feedback

“The home enables young people to fulfil their potential. The outdoor activities and the AQA awards allowed young people to receive recognition for their successes. Consequently, staff had focussed on young people’s interests and supported them to apply their new hobbies and skills to college courses and potential access to work experience.”

Parents Feedback

“Thank you for all the time, energy and patience you have shown Katlyn whilst she’s been with you. Your service has helped in many ways and I am grateful for all your support.” Nicola – Katlyn’s mum.

“I just wanted to say thank you to you and all the wonderful staff. I know that if Sam had not come to you something bad would have happened and Sam has said that too. He has opened up a bit and said that he would have been criminalised if he had not come to you. We are so pleased to have Sam home. We know we are still on a journey to bring him back to the right path again...and he can reach his potential.” Judith – Sam’s mum.

Family Assessment

Our well established family assessment centres, Crown House and Victoria Villa have been operating successfully for a number of years. Our specially qualified staff carry out parenting assessments on behalf of local authorities and other relevant agencies with the purpose of supporting the decision making processes relating to the long-term living arrangements for children.

Case Study

Following a residential family assessment placement at one of our centre's an informed, evidence based recommendation was made that it was in baby Carrie's best interests not to live with her parents. This difficult recommendation was made following close observation by a highly qualified team of her parents' abilities to provide adequate and appropriate safe care for her. It was deemed that the opportunities given to her parents, to reflect and learn from previous mistakes and focus on new ways to appropriately care for Carrie in the future were not fulfilled in spite of their absolute desire for Carrie to remain in their care.

The staff team recognise the overwhelming impact of the assessment process on each and every family and through regular, sensitive and informative communication, were able to present Carrie's parents with an honest appraisal throughout their stay and ultimately with the recommendation being made in her best interests. The importance of building trusting relationships with parents is essential to ensure the right evidence based parenting assessment. In this case, following Carrie's removal from her parents care, Steve her father continued to seek support from the team he had built a trusting relationship with enabling him to gradually understand and come to terms with the outcome for the family.

Ofsted Feedback

"Highly experienced and skilled staff make families feel extremely welcome when they arrive and provide them with strong support throughout their demanding placements."



Growth and Investment

In 2019/20 we have continued to identify opportunities for growth with the aim of offering more vulnerable children and young people access to our services.

Acquisitions

During the reporting year we welcomed three new businesses to Keys Group:

- Build A Future**
 An alternative education provision with capacity for 125 learners operating over two sites in Lincolnshire.
- Unique Care Homes**
 5 residential children's homes and an independent special school with capacity for 42 learners, operating in East Anglia.
- South West Child Care Services**
 9 residential children's homes and 4 leaving care services operating principally in Plymouth.

The Management of Integration Risk

Following acquisition of a business a systematic integration process plan is put in place to ensure the Keys Group management processes, therapeutic model and policies

are embedded. This integration process is time limited and is designed to minimise risk, to enhance operational performance and to ensure the children and young people are supported and safely welcomed into Keys Group along with our new colleagues.

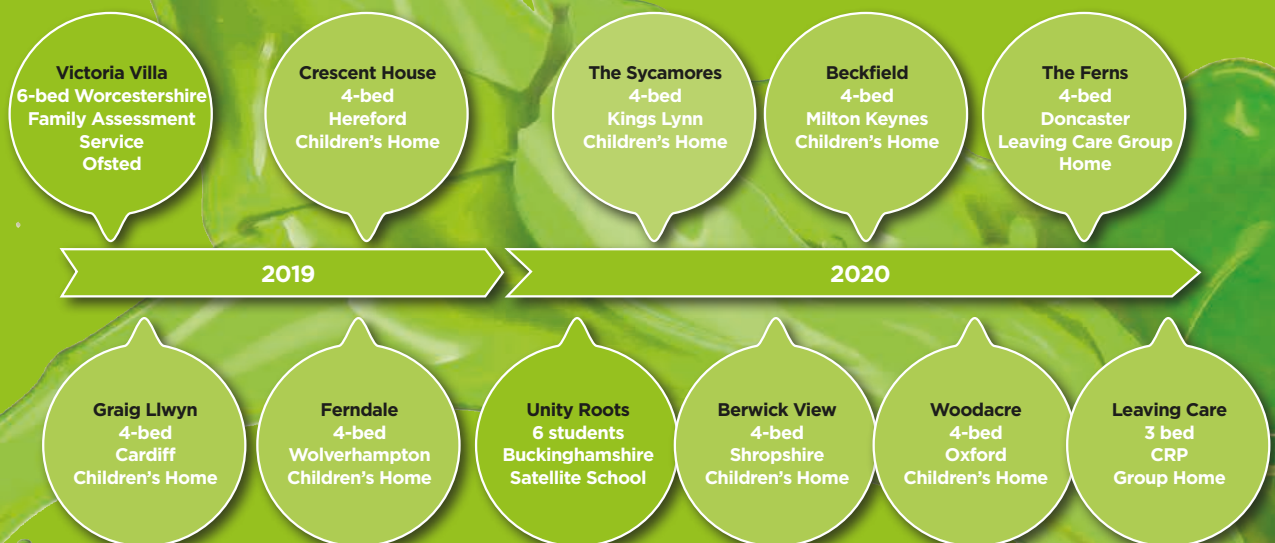
The integration process is highly visible to the senior leadership team and those involved and is facilitated through the use of a robust shared on line integration plan. The plan breaks down integration activities by function (e.g. People, Property, Quality etc.) and allocates tasks to appropriate individuals with target dates set for completion. Weekly integration meetings chaired by a lead Director are held until all integration actions are concluded.

Organic Developments

We continued to open new services in response to demand over the course of the year:

- 7 Residential Homes
- 2 Leaving Care group living homes
- 1 Family Assessment Service
- 1 satellite school Unity Roots

Organic Developments



The Cross Regional Project

We have worked hard during 2019/20 with our four local authority partners to embed this unique partnership contract. Keys Group successfully secured the contract in 2019 after operating the innovative project for eight years previously. The service provides therapeutic residential care and education to young people with complex emotional and behavioural needs within the boundaries of the four commissioning authorities (Oxfordshire, Buckinghamshire, Hertfordshire and Milton Keynes).

The contract required an increase in the number of placements for young people in both residential and education services, as a consequence Keys opened 2 new four bed residential children's homes and the satellite school Unity Roots.

We are currently working to open another four bed children's home in Hertfordshire and most recently opened a leaving care provision to support the transition pathway for young people supported within the project.

Investment in Existing Services

In 2019/20 we invested £4m in the improvement of the physical infrastructure of our services with the aim of enhancing the experience of the children and young people we support.

Case Study

One of our most significant investments in the past 12 months was the refurbishment of Denby Grange School at circa £0.6m. The school which has operated for approximately 20 years is rated 'Good' by Ofsted and at the time of refurbishment was registered for a maximum capacity of 36 students. Everyone at the school, the property team and a range of external contractors worked to deliver a transformation of the school environment which has had a significant impact on student morale, improved learning and supported a reduction in behaviours of concern.



Our Clinical Team and Specialist Advisors

Our Clinical Team and Specialist Advisors

We have a dedicated clinical team consisting of psychologists, therapists and specialist advisors. This team work alongside our staff teams enabling them to effectively deliver care and support.

Clinical Team

Our clinical psychologist, assistant psychologists and therapists specialise in understanding the thought processes and actions of children and young people and interpreting them to guide appropriate care support and interventions.

Clinical Director	Clinical Psychologists	Assistant Psychologists	Therapists
<ul style="list-style-type: none"> Provides strategic and operational leadership and governance to the clinical department. Advises the senior leadership team on the impact of clinical service delivery. Oversees, evolves and further embeds the clinical model. Designs and is responsible for the delivery of the clinical strategy across the Keys Group national footprint. 	<ul style="list-style-type: none"> Chair multidisciplinary formulation meetings as part of the Psychologically Informed Care Planning Intervention (PICI) process and identify the key areas of focus for the young person's development. This determines the appropriate focus for the staff teams interventions Provide consultancy to the staff team. Provide one to one therapy for children and young people as required. 	<ul style="list-style-type: none"> Work under the direction of psychologists. Work with the multidisciplinary team to gather information on the children and young people's history. Complete psychological screening. Assist in the configuration of individualised care and support plans. 	<ul style="list-style-type: none"> Provide a therapeutic process giving the young person the opportunity to express difficult or confused feelings in a safe environment with clear boundaries. Examples of the spectrum of therapy; <ul style="list-style-type: none"> Cognitive Behavioural Play Bereavement Art Mindfulness Etc.

Specialist Advisors

Our five national subject matter specialist advisors provide training and guidance to our

staff teams as well as undertaking direct work with children and young people.

Self Injurious Behaviour Specialist Advisor	Child Exploitation Specialist Adviser	Police Liaison Specialist Advisor	Substance Misuse Specialist Advisor	Head of Positive Behaviour Support
<ul style="list-style-type: none"> Delivers training and develops staff teams Visits services, providing and overseeing the use of risk assessments, and close monitoring tools to support positive outcomes for young people. Provides advice and strategies to managers, staff teams and young people Monitors events on Radar and supports multidisciplinary teams in the review of individual care plans 	<ul style="list-style-type: none"> Delivers training and develops staff teams Visits services, provides advice on risk assessments, to support positive outcomes for young people. Provides advice and strategies to managers, staff teams and young people Monitors events on Radar and supports multidisciplinary teams in the review of individual care plans 	<ul style="list-style-type: none"> Delivers training and develops staff teams Works with police services at a national and regional level to improve multiagency working, supporting positive outcomes for children and young people Provides advice and strategies to managers, staff teams and young people Supports multidisciplinary teams in the review of individual care plans 	<ul style="list-style-type: none"> Delivers training and develops staff teams understanding of substance abuse and changes to commonly used substances and associated risks Engages young people in psychosocial interventions to address substance misuse Provides advice and strategies to managers, staff teams and young people Monitors events on Radar and supports multidisciplinary teams in the review of individual care plans 	<ul style="list-style-type: none"> From late 2020 our Head of Positive Behaviour Support will be implementing our strategy called 'Keys Connect' to develop and embed positive behaviour strategies Delivers training and develops staff teams to effectively manage behaviour of concern through de-escalation techniques. Works directly with teams to minimise the use of physical intervention. Provides advice and strategies to managers, staff teams and young people Monitors events on Radar and supports multidisciplinary teams in the review of individual care plans

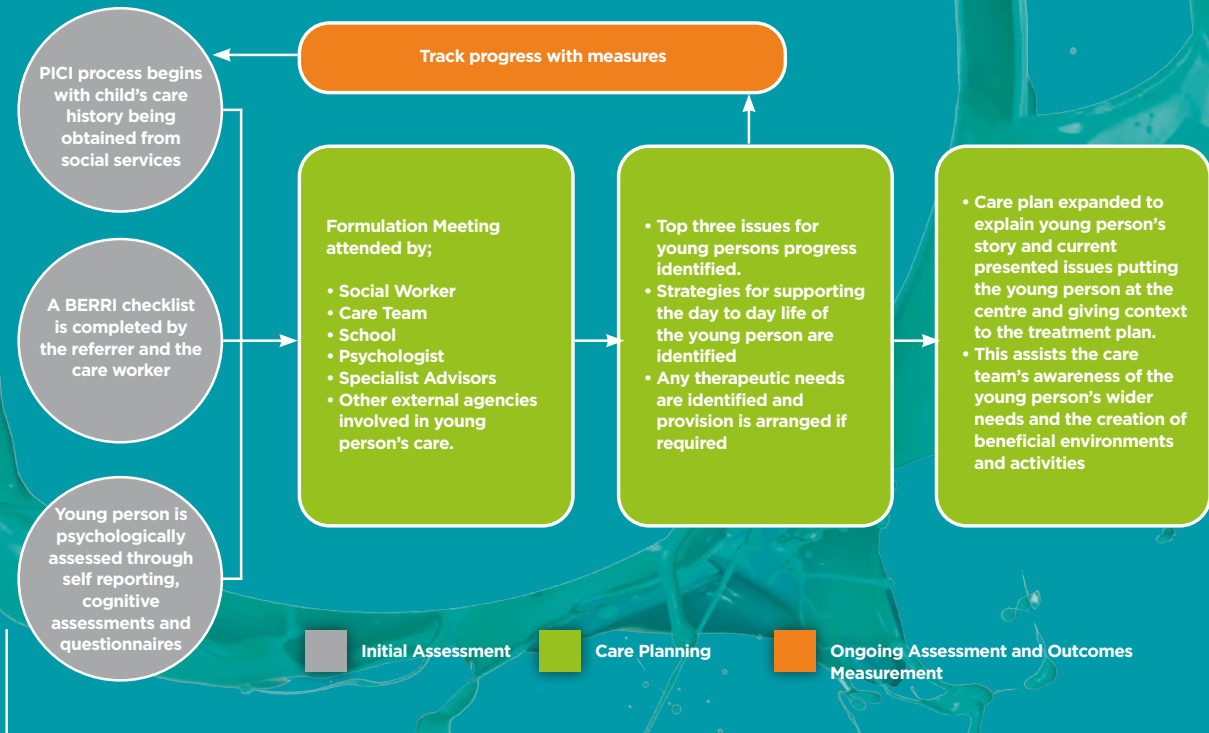
Achieving Outcomes

Psychologically Informed Care Planning

In our residential children's homes we deliver a unique therapeutic model called Psychologically Informed Care Planning and Intervention (PICI) which includes an assessment called BERRI (Behaviour, Emotional Well-being, Risk and

Relationships Indicators). We developed this model to facilitate the:

- Provision of interventions appropriate to the individual needs of each child or young person.
- Effective measurement of the outcomes of these individualised interventions.



In parallel to PICI a 'Safe and Sound' programme is delivered to staff. This programme provides staff with an understanding of the impacts of childhood trauma, attachment theory and mechanisms to support children and young people in their care.



BERRI

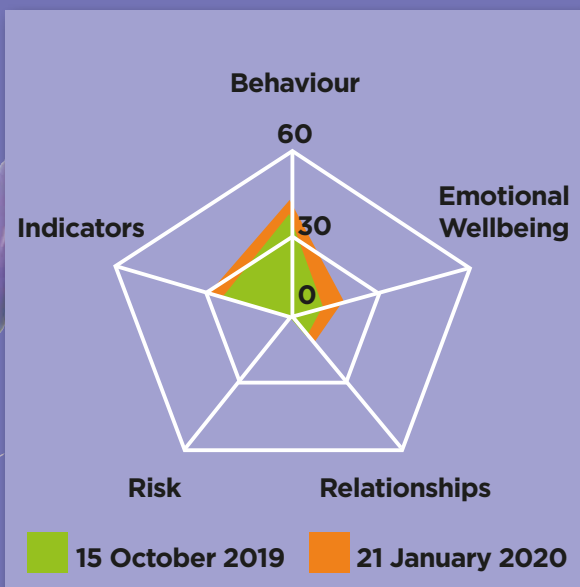
BERRI is a clinical evaluation tool to support the tracking and monitoring of outcomes for children and young people.

BERRI is a comprehensive online questionnaire which is completed by the therapeutic team with input from the young person. The data is used to track each young person's progress to help inform when additional support or alternative interventions may be required. The data can be viewed on an aggregate level for all children and young people in Keys Group care.

The five broad categories monitored through BERRI are:

- Behaviour
- Emotional Wellbeing
- Relationships
- Risk (to self or others)
- Indicators of psychiatric or neurodevelopment conditions

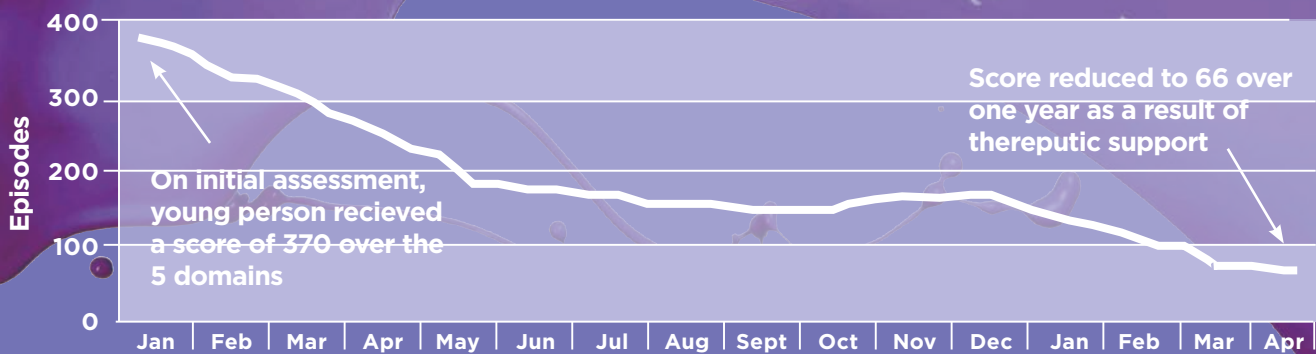
Example - BERRI Outcome Monitoring Scores for Child 'A' (2019/20)



Example - BERRI further monitoring of 'non-compliance' (top) and 'argumentativeness' (bottom) for Child 'A' (2019/20)



Example - BERRI Score Progression Over Time for Child B



Dates	Behaviour	Emotional wellbeing	Relation-ships	Relation-ships	Indicators	Totals
09/01/18	75	60	63	24	148	370
14/03/18	49	29	67	4	126	275
24/05/18	49	23	37	7	53	169
29/08/18	46	17	31	2	39	135
29/11/18	35	24	48	3	59	169
26/03/19	13	8	18	2	25	66

Young People's Outcomes Star

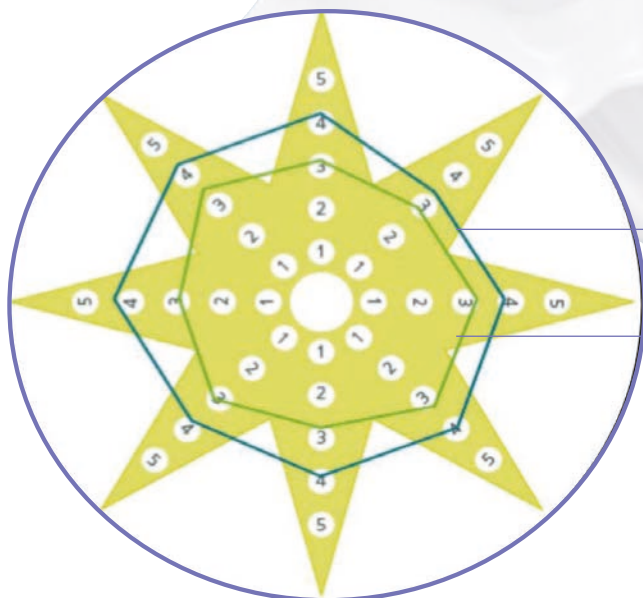
The Outcomes Star tool is used within our leaving care services to monitor the progress young people are making towards independent living. The Outcomes Star tool was implemented in 2019 and all staff were trained in the use of the tool.

Progress is tracked among eight key metrics which are essential for young people to effectively and safely move to independent living:

- Accommodation
- Working and Learning
- People and Support
- Health
- How You Feel
- Choices and Behaviour
- Money and Rent
- Practical Life Skills

Over the past year we have been able to demonstrate an increase in outcomes for each of the tracked metrics.

Example - Consolidated Leaving Care Consolodated Metrics



Leaving Care - Not in Education, Employment or Training (NEET) Statistics

A key objective for all young people engaging with our leaving care services is to support them to actively engage in education, employment and training. Whilst many will be keen to engage and already be in education, employment or training with aspirations for their future, others, often due to multiple and complex reasons, find it difficult to focus on their future.

Our leaving care service has introduced AQA Unit Awards - these awards are designed to be easily administered and offer a route to engage young people and reward them for progress. The aim is to encourage young people to use these awards as a stepping stone to more permanent and long term education, employment or training.

On average over half our young people accessed education, training or employment throughout the 2019/20 period, with approximately 30% of these young people accessing education or training and 20% employment. We will continue our work through 2020/21 to ensure that 100% of those young people we support engage in education, training or employment in order to improve their life chances.

Period	Initial reading	Last reading	Average increase
April 2020	3.1	3.8	0.7
May 2020	3.1	4.0	0.9
June 2020	3.1	3.9	0.8

Our Quality and Governance

The senior leadership team play a vital role in creating a supportive culture and environment for quality improvement. The quality department is responsible for maintaining the integrity of Keys Group quality processes and ensuring that operators at all levels are aware of their responsibilities and roles within this. The department champions quality and provides leadership with the aim of gaining continuous commitment from operating services whilst assuring compliance to commissioners, regulatory and statutory requirements. Whilst the role of the quality department and the senior leadership team is key, responsibility for leading quality improvement is distributed within the Group.

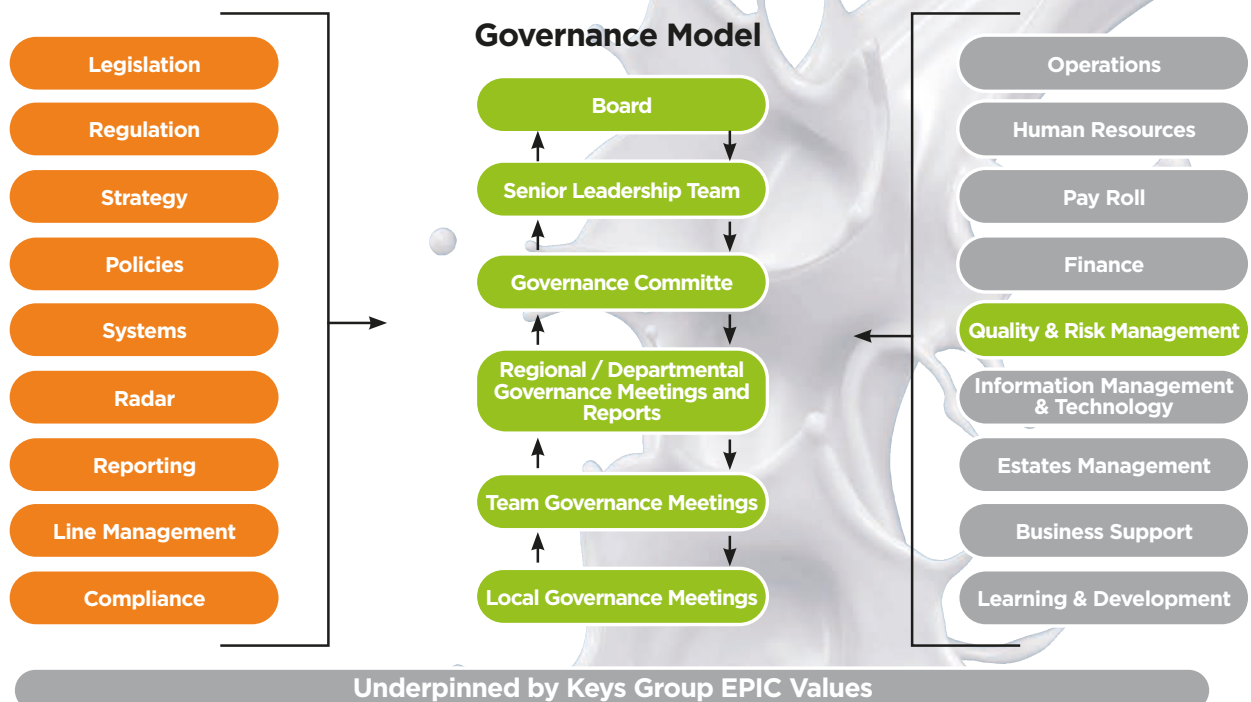
A clear, unifying vision for improving quality is delivered at multiple levels, with co-ordination and alignment between teams, departments and individuals in the business units. The department's key functions are to maintain the quality management system as well as providing guidance, advice, support and training to staff at all levels on any issues relating to quality compliance, improvement and best practice. The quality department operates independently of operations which is critical to supporting the integrity of its internal audit function and the independence of its Regulation 44 Independent Visitors.

The Group's risk management and health and safety functions are also directed and co-ordinated from within the department.

The quality system is interconnected across business unit teams, departments and business functions:

- The quality director produces a monthly report of quality metrics which is discussed at the monthly senior leadership team meeting.
- The board receives a monthly summary of the key quality indicators to provide insight into the integrity of operations and to highlight areas for improvement.
- The quarterly governance committee meetings allow for detailed review of incidents and quality indicators and assessment of actions taken as well as resolutions. A corporate risk register is in operation and is used to document risks and identify actions to reduce or eliminate risks.
- The separate safeguarding committee also meets quarterly to examine safeguarding concerns, policy, training and best practice.

Annual quality plans are developed outlining key activities and objectives for performance improvements and embedding of best practice.



Education Governance

Keys Group schools are governed by an education governance board which meets each school term. A framework of six key domains supports this structure:

- Strategic Leadership
- Accountability
- People
- Structures
- Compliance
- Evaluation and Oversight.

Head teachers produce a report covering each of the six domains for the board

meeting, these are reviewed and any consequential actions are agreed with each head teacher for inclusion within each individual schools improvement plan.

Our Year 2019 to 2020 – Review of Quality Commitments

We have continued to make progress against prior year quality commitments with many achieved and others progressing and set for delivery next year. We will continue with these ongoing activities in addition to the new commitments made at the end of this report for 2020/21.

Domain		Priorities for 2019/2020	Status	
			Achieved	In progress
Our Services	1	Continue to grow and provide more high quality services for children and young people to achieve great outcomes	✓	
Therapeutic Approach	2	Establish a psychological informed process in our schools and for our children and young people with learning difficulties		✓
Outcomes for Children and Young People	3	Implement the Young Person's Star outcomes tool in leaving care services	✓	
	4	Implement a system to establish clear education outcome data including children and young people who are not in education, employment or training		✓
	5	Continue to develop mechanisms to demonstrate the effectiveness of our care, support and education to the lives of children and young people	✓	
Keeping Safe	6	Through the collection of data, be able to demonstrate that children's and young peoples safety has been improved through a reduction in risk	✓	
Quality and Governance	7	Continue to develop Radar as a system for untoward event reporting, compliance and to continually improve risk management	✓	
	8	Establish a Safeguarding Committee	✓	
	9	Embed and test our business continuity plans	✓	
Listening		Expand our online survey to include all service provision		✓
	11	Improve co-production and participation opportunities across all services		✓
Inspection and Regulation	12	Improve our inspection ratings across all services to further exceed the national average		✓
Infrastructure	13	Continue to improve our pre-planned maintenance programme to provide the required assurances	✓	
Leadership and People	14	Develop value based recruitment tools and link to our vision and values		✓
	15	Implement new development pathways for our staff in education	✓	
	16	Offer Level 5 vocational training programmes to all deputy managers in residential children's homes	✓	
	17	Revise our supervision and appraisal process linking it to our vision and values		✓
	18	Celebrate manager and senior manager completing the Future Leaders Programme and Visionary Childcare Programme	✓	

Our response to COVID - 19 and the impact on our services

Covid-19 has had a huge impact on everyone's lives and likewise the children, young people and adults we support and our people.

We are incredibly grateful to all our colleagues during the pandemic, their attitude and dedication has seen Keys Group respond well and continue providing care and education in the best possible way. Our pandemic response team was convened on 6th March 2020 to provide the initial co-ordination of our response.

Regular and clear communications were essential to keeping our staff updated, informed and focused on; knowing how to identify symptoms, adopting good hand hygiene and knowing where to seek guidance. Daily messages were established and underpinned by a hub of information on our intranet including health and wellbeing information for colleagues, children and young people.

The pandemic response team provided a mechanism for escalating risks and threats, providing situation reports, and receiving direction at local, regional and national level.

Keys Group had to make the difficult but necessary decision to temporarily close its two adult education sites whilst continuing to support trainees from the services remotely. These sites are now open again with a flexible mix of onsite and remote care and support being provided. All our other residential, education, leaving care and family assessment services have continued to operate throughout the pandemic.

Advocacy for our Children and Young People

Throughout the pandemic we have championed our children and young people. We lobbied the Department for Education, the Children's Commissioner, Public Health England and Wales, Care Inspectorate Wales, Ofsted and Government with a particular focus on:

- Ensuring that the needs of children and young people in residential homes were considered.
- The development of specific Covid-19 related guidance for children's care homes.

- The supply of personal protective equipment to children's homes.
- Access to education for children looked after in residential homes.

Access to Advice and Resources

We worked hard to ensure our services were in receipt of the most recent information in relation to the pandemic and the numerous Government updates in relation to the provision of care and education through lockdown and beyond. We created a central resource repository with information accessible to services on issues pertinent to those we support including information on supporting children and young people's health and wellbeing, healthy living and education.

Working through the Pandemic

As we look towards the next steps of restoration and recovery, there are many opportunities for providing services in different ways and embedding the positive changes throughout 2020/21. Three specific examples are:

- We have recognised that technology can support us in our work, to enable us to connect with services, avoid physical contact when necessary, and minimise travel. It has enabled children and young people to stay connected to the people that matter to them most.
- It has helped us re-think how we provide learning and development opportunities for our colleagues, in particular arranging workshops, tutorials and training opportunities remotely.
- It has helped us streamline internal management and operating processes and consider new ways to arrange how we do things whilst still maintaining the quality of our services





Reflections and taking stock

Most of us agree that the Covid-19 pandemic has been an unprecedented event on a global scale. We wanted to capture and record the stages of this outbreak, to reflect on what has gone before and what may still be to come. We asked our services to complete a workbook recording the journey they had taken since March 2020 and alongside this we produced a journal for each service with an additional journal for each child and young person. These journals plot the stand out events that have taken place, globally, nationally and locally where young people can add in their own pictures, reflections and thoughts and which will serve as a reminder to us all in years to come of this moment in our history.

Building our Quality Improvement Capability

Over the past three years we have been on a transformational journey embedding continuous quality improvement into all our operations. We have made significant progress and this year the quality department undertook a series of projects including:

- **Risk assessment and risk management improvement**

Knowledge and skills in identifying and managing risk are central to all our work in Keys Group to keep children, young people and staff safe. We recognised the importance of developing our expertise in risk management and as such, through a clear terms of reference, established a working group that is using best practice in the sector to inform our learning and development, policy, procedures and recording systems.

- **Co-production – the role of the child in the audit process**

We want to actively involve the children and young we care, support and educate in examining our services and helping us know what changes we need to make to improve 'through their eyes'. A programme to support their involvement has been created and is planned to be piloted within our Cross Regional Project in the first instance, before wider national implementation.

- **Reviewing the Howard League for Penal Reform report on the “Criminalisation of Children in Residential Care, Victims not Criminals: Protecting Children Living in Residential Care from Criminal Exploitation”²**

Further detail of our review of this study and its implications for Keys Group is included on page 38 of this document.

How We Monitor Performance

Improvements in Data Quality

During 2018/19 we committed to make further improvements in data quality through a number of initiatives. This specifically included the continued development of our Radar system for untoward event reporting, compliance and improved risk management. The collection and management of data surrounding our activities allows us to understand the needs of the children and young people, to manage risk and effectively develop our services.

We have worked hard to improve our data quality, consistency of reporting and more importantly data analytics skills and implementation of a streamlined data interrogation and reporting module within Radar.

Effectively Managing Our Risks

Sound risk management principles are used in a co-ordinated way throughout Keys Group. We view good risk management as a continuous journey of improvement.

We carefully identify, monitor and manage risks which may impact on our ability to continue providing high quality care and support to children and young people. We do this through a detailed risk register and our governance processes.

Our most fundamental risk is that we fail to provide high quality or effective care and support, resulting in serious harm.

We continue to focus on the quality and effectiveness of our services, children and young people and staff engagement, culture and values and the effectiveness of our governance structures.

Adverse Incidents / Serious Untoward Incidents

An Adverse Incident is defined as: "Any event or circumstances that could have or did lead to harm, loss or damage to people, property, environment or reputation." Adverse Incidents happen in all organisations providing health and social care. Keys Group meets this challenge through the promotion of a culture

and system of reporting all incidents when they occur to learn from them and to prevent re-occurrence.

The objective of the incident reporting system is to encourage an open reporting and learning culture, acknowledging that lessons need to be shared to improve safety and apply best practice in managing risks. It also provides feedback on high-level analysis and themes arising from reported incidents.

A Serious Untoward Incident (SUI) is a classification of incident that will include 'an incident where there was a risk of serious harm or actual serious harm to one or more children and young people, staff or others.'

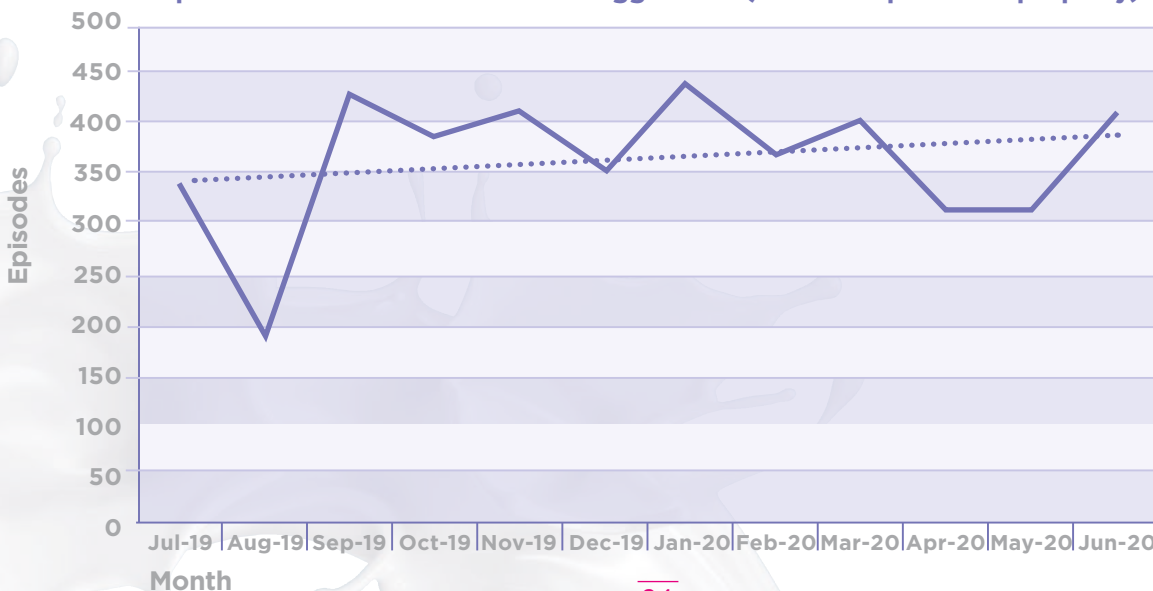
Facts and Figures

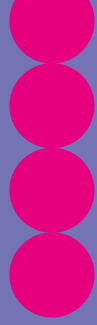
For the 12 months to July 2020 there were a total of 12,079 adverse incidents reported and of these 18 were reported as SUIs. Work is ongoing to tackle the root causes of these incidents to reduce their occurrence.

By far the largest incident type recorded in the reporting period related to episodes of children and young people's violence and aggression towards other people or property with 4,399 episodes reported in the 12 month period from July 2019.

"To err is human, to cover up is unforgivable, to fail to learn is inexcusable" Sir Liam Donaldson, former Chief Medical Officer, England.

Reported incidents of violence and aggression (towards a person or property)





Initiatives to Address the Increasing Trend of Violence and Aggression

As stated above violence and aggression is by far the most significant incident type and challenge for the organisation in supporting the children be young people in its care.

Violence and aggression can include a wide range of behaviours: explosive temper tantrums, physical aggression, fighting, threats or attempts to hurt others, use of weapons, cruelty toward animals, fire setting, intentional destruction of property and vandalism.

Numerous research studies have concluded that a complex interaction or combination of factors leads to an increased risk of violent and aggressive behaviour in children and young people. These factors include:

- Previous aggressive or violent behaviour
- Being the victim of physical abuse and/or sexual abuse

- Exposure to violence in the home and/or community
- Being the victim of bullying
- Exposure to violence in media (TV, movies, etc.)
- Use of drugs and/or alcohol
- A combination of stressful family socioeconomic factors (poverty, severe deprivation, marital breakup, unemployment, loss of support from extended family)

Its impact on and risk to the young person involved and indeed our staff teams is significant.

The National Institute for Health and Care Excellence Guidelines offers best practice guidelines to safeguard both young people and staff by helping to prevent violent situations and providing guidance to manage them safely when they occur. Keys Group management of violence and aggression is currently based on these principles:



Staff Training

1. To understand and apply the Human Rights Act 1998, the Mental Capacity Act 2005 and the Mental Health Act 1983.
2. Trauma and attachment training
3. De-escalation training including the use of physical intervention
4. Implementing positive behaviour support through Keys Connect

Improving the Young Person's Experience

1. Adopting approaches to care that respect young peoples' independence, choice and human rights
2. Working in partnership with the Young Person
3. Ensuring the safety of both young people and staff
4. Minimising the use of restrictive interventions

Involving the Young Person in Decision Making

1. Involving young people in all decisions about their care, support and education and developing care, support and risk management plans jointly with them.

Working with the Police and Other Agencies

1. Developing policies and procedures for joint working.

Protecting the Young Person's Rights

1. Ensuring the young person's rights are protected and respected making any adjustments that are required.
2. Training staff in cultural awareness and in the organisation's duties under the Equality Act 2010.

Reducing the Use of Restrictive Interventions

Keys Group staff receive training in both de-escalation techniques and in psychosocial methods to avoid or minimise restrictive interventions. This training enables staff to develop:

- A person-centred, values-based approach to care, in which personal relationships, continuity of care and a positive approach to promoting health underpin the therapeutic relationship.
- Skills to assess why behaviour is likely to become violent or aggressive, including personal, constitutional, mental, physical, environmental, social, communicational, functional and behavioural factors.
- Skills, methods and techniques to reduce or avert imminent violence and defuse aggression when it arises (for example, verbal de-escalation).
- Skills, methods and techniques to undertake restrictive interventions safely when these are required.
- Skills to undertake an immediate post-incident debrief.

Restrictive Intervention Reduction Programme in Partnership with British Institute of Learning Disabilities (BILD)

In 2020, Keys Group funded a new restrictive intervention programme in association with BILD with the aim of reducing the incidence of violence and aggression and the use of restrictive interventions. Through this initiative we will implement a Positive Behaviour Support organisational approach as outlined in 'Reducing the Need for Restraint and Restrictive Intervention' HM Government June 2019.

Our key aims are to:

- Improve outcomes for children and young people.
- Improve staff wellbeing.
- Reduce the number of incidents of violence aggression.
- Reduce the use of restrictive practices and specifically the frequency and duration of any form of restraint by improving our ability to manage behaviours of concern.

We will achieve these aims by:

- Improving the understanding, knowledge and skills of all colleagues in all our services.
- Retaining and developing staff (including home managers and head teachers) as members of the UK Coaches Network.
- Sharing good practice.
- Improving post incident continual learning and support.

This exciting project will be implemented in 5 phases and will take between one and two years to complete. The first phase will commence at the beginning of 2021 will act as a pilot phase enabling the programme to be reviewed prior to the commencement of the further phases.

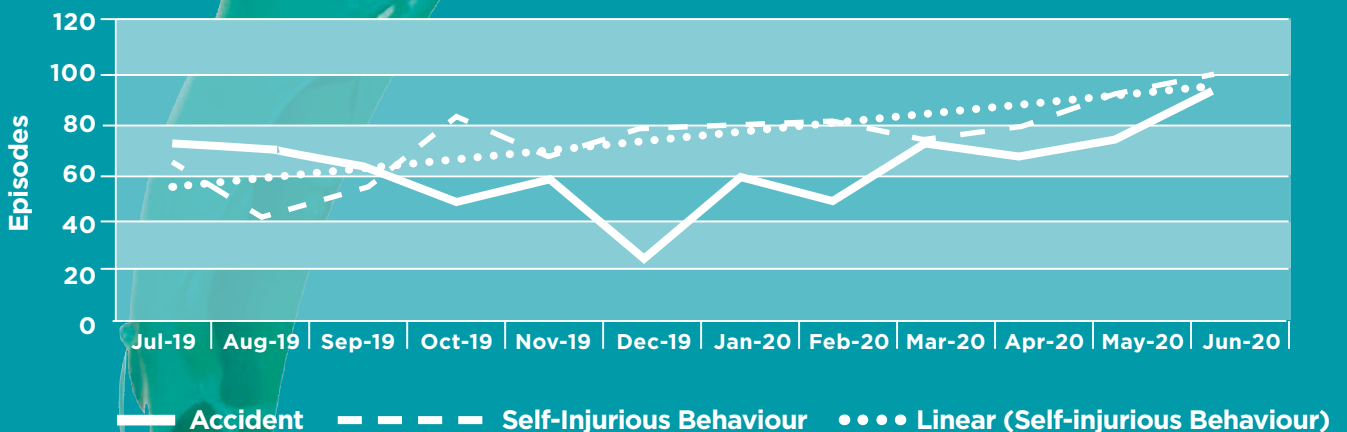
In support of this initiative and our commitment to developing our capabilities in the management of violence and aggression we have appointed a national Head of Positive Behaviour Support who will develop, lead and implement our strategy.

Top Two Incident Categories After Violence and Aggression

The following two incident types were the most prevalent after violence and aggression:

- Self-injurious behaviour
- Accidents

Accident and self Injurious Behaviour Trends



Self-Injurious Behaviour Analysis, Learning and Actions

There are lots of reasons why a child or young person may choose to self-harm and many ways they may do it. In most cases there is an underlying reason why a young person would choose to self-harm. Negative experiences from their past, such as a family bereavement, bullying, or sexual abuse, are often to blame for self-harming behaviours. Mental health conditions such as anxiety, depression, low self-esteem, as well as sexuality, gender identity and body image issues are also associated with a young person wanting to hurt themselves physically.

The children and young people admitted to and supported by Keys Group are more susceptible to self-injurious behaviour examples of which include:

- Cutting
- Burning
- Poisoning (often with excessive alcohol or illegal drugs)
- Scratching or biting
- Punching or kicking walls or other hard objects
- Overdosing on prescription or over-the-counter medication
- Head banging

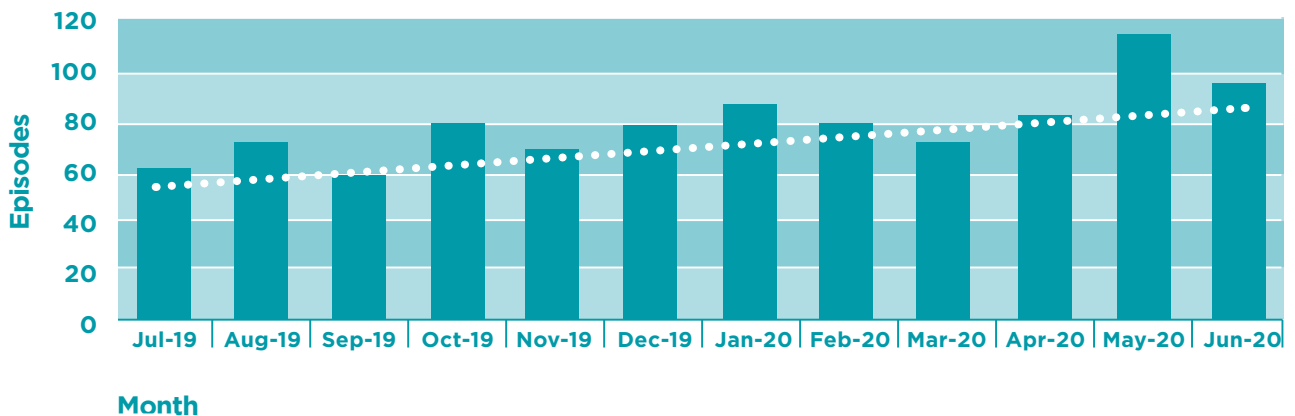
Children and young people may use one or more forms of self-harm to control their emotions, with cutting being reported as one of the most common ways of inflicting physical pain.

There are also less obvious behaviours which are classed as self-harm, including over or under eating, exercising excessively to the point of exhaustion, drinking heavily or taking drugs, or having regular unprotected sex with strangers. These forms of self-harm, though less obvious than those listed above, still show an intent to cause pain through potentially harmful physical behaviour.

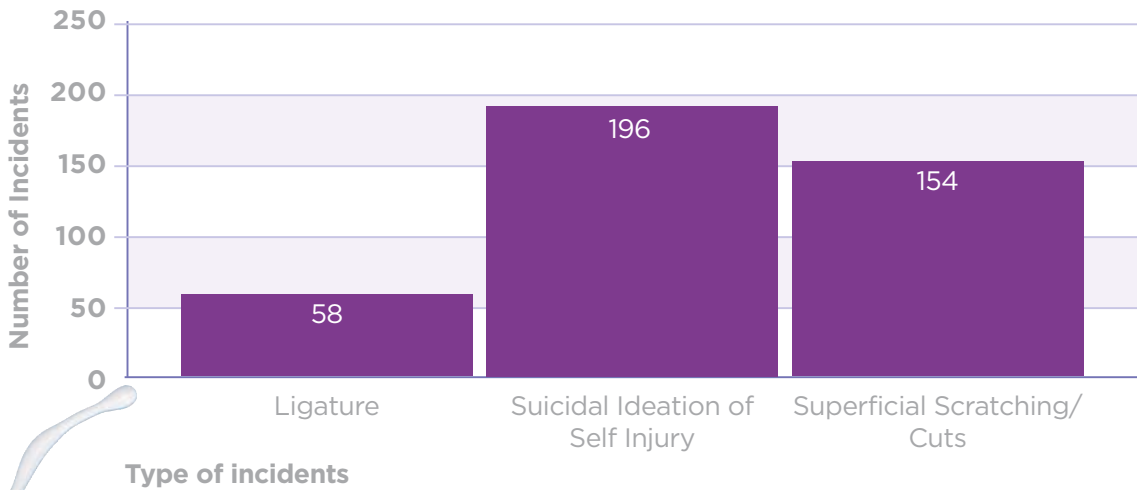
In the 12 months to July 2020, 960 episodes of self-injurious behaviour were reported within Keys Group.

Forty three percent of all reported incidents of self-injurious behaviour fell into three specific categories: suicidal ideation/threats of self-harm, superficial scratching and cuts and ligaturing.

Self-Injurious Behaviour Trend 12 months to July 2020



Self-Injurious Behaviour 12 months to July 2020



Young people who self-harm have a substantially increased risk of adverse non-fatal and fatal outcomes, including suicide, compared with those who do not self-harm. A person-centred approach to the provision of services is therefore fundamental to the delivery of high-quality care to young people who self-harm. Therapeutic approaches for working with young people who self-harm in Keys Group include effective risk-management planning, developing and practicing effective emotional regulation strategies, and reducing reactivity to triggers for self-harm.

We provide training for our staff teams working with children and young people who self-harm, ensure appropriate individualised therapeutic input and have a national specialist advisor in self-injurious behaviours to assist teams in assessing risk and developing appropriate support strategies. We work as part of a multidisciplinary team which will include as appropriate NHS primary care and specifically child and adolescent mental health teams.

In assisting services to ensure the safety and wellbeing of children and young people with a history or presentation of self-injurious behaviour, the specialist advisor supports staff teams to employ temporary assessment periods in response to risks being presented. This system involves a clear and accurate individual description of a child/young person's presentation when they are happy, settled and engaged against a series of indicators that would give rise to concern and the need for further intervention, reporting

and or seeking other assistance. This system is monitored by the specialist advisor for each individual child and young person and in agreement with their multi-disciplinary team.

Accident Analysis, Learning and Actions

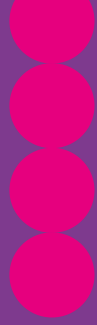
Studies relating to accident statistics demonstrate that slips, trips and falls, falling objects, unintentional contact with sharp or hot objects, moving vehicles and machinery are the largest cause of work-related accidents in all industries or activities. Studies also show that human factors are a major component of the causes of work-related accidents and making errors is a constant feature of human behaviour.

For the 12 months to July 2020 a total of 795 accidents were reported on our RADAR system. The vast majority were minor events, causing 'no harm' to children and young people or staff. Accidents include for example: minor grazes, falls from play equipment and bicycles, minor bumps, slips, trips.

There were 15 accidents reported under the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR). RIDDOR places duties on employers to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

The majority of reports related to staff injuries including:

- Fractures and soft tissue injuries predominantly due to slips, trips and falls.
- Injuries following assault by a young person.

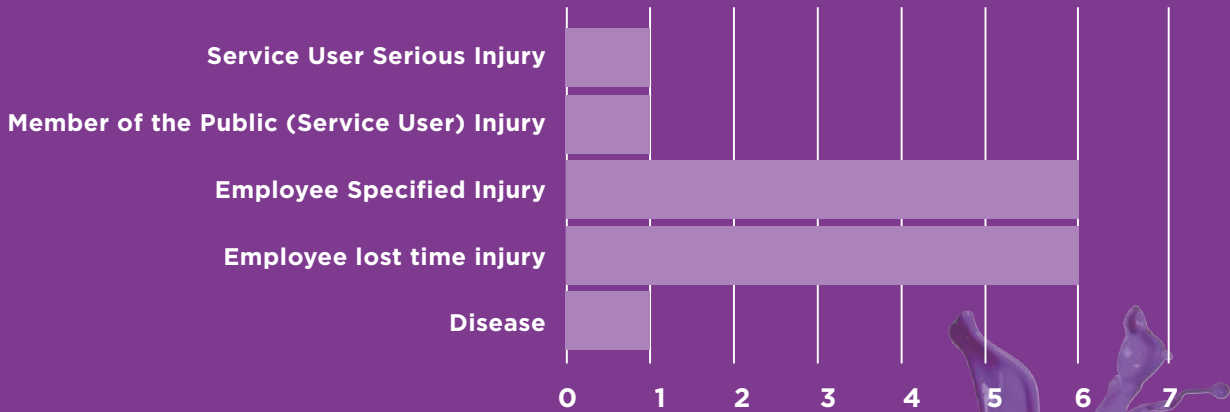


Two incidents involving young people were an ankle fracture as a consequence of a fall from a wall and a burn as a result of a young person touching a hot hob.

Both were appropriately investigated and managed in line with our normal protocols.

There was one report in the disease category relating to a Covid-19 outbreak in a school.

RIDDOR Report by Type 12 Months to July 2020



How Positive Outcomes from Incident Investigations can make Significant Contributions to Safety and the Reduction of Avoidable Harm

In line with our value of integrity, we strive to work honestly and openly, sharing our learnings when things go wrong. We investigate all incidents to understand them more fully, to consider the risk mitigation measures we already have in place and to learn and make improvements when necessary, driving

forward safety improvements and reducing the risk of avoidable harm. In the last year we have carried out 18 internal significant incident investigations with 2 reports being shared with safeguarding partners within Local Authorities as part of local child safeguarding practice reviews in accordance with Working Together to Safeguard Children (2018).

Lessons Learned from Incident Investigations	Actions
Improvements need to be made in risk assessment and risk management	Established a risk management working group that is using best practice in the sector to inform our learning and development, policy, procedures and recording systems.
Improvements need to be made in incident reporting and recording.	A workshop and workbook to support staff understanding of reporting to teams across the Group.
Improvements need to be made in ensuring effective communication, including collaborative working with multi-agencies.	Procedures have been revised to strengthen communication channels and to seek to build robust relationships with external partners.
Improvements need to be made in challenging others in advocating for the needs of children and young people.	The escalation process has been revised to provide clarity on roles and responsibilities within the team in challenging others.



Being Open

Keys Group is committed to improving the safety and quality of the care and support we deliver to children and young people. 'Being open' is a set of principles to provide open and honest communication between staff, the children and young people supported (and their family and carers) and other external agencies e.g. commissioners when anyone has suffered harm. Keys Group has a 'being open' policy and training available for all staff. Promoting a culture of openness is vital to improving safety and the quality of care and support systems.

A culture of openness is one where:

- Staff are open about incidents they have been involved in.
- Staff and organisations are accountable for their actions.
- Staff feel able to talk to their colleagues and superiors about any incident.
- Organisations are open with children and young people, the public, other agencies involved in care and support and staff when things have gone wrong and explain what lessons will be learned.
- Staff are treated fairly and are supported when an incident happens.

How the Organisation Learns

Keys Group is committed to being a 'learning organisation', that means one that is continually seeking to share best practice, to share learning when the care and support we have provided could have been better and also to proactively identify risk and to be a 'problem solving' organisation. We share learning in a number of ways:

- Internal learning templates arising from an incident, complaint, case management review etc - 18 issued across the Group in 2019/20.
- Safety messages issued across the Group each week.
- Quarterly and annual complaints, incident and SUI (serious untoward incident) reports.
- Implementing recommendations from reviews and enquiries.
- Incidents and SUIs are themed in categories to enhance learning opportunities.

Systems Methodology Training

Systems methodology is an approach to organisational process modelling and can be used both for general problem solving and in the management of change.

- The 'systems' model helps identify which factors in the work environment support good practice, and which create unsafe conditions in which poor practice is more likely.
- It provides a way of thinking about front-line practice and a method for conducting case reviews.
- It produces organisational learning that is vital to improving the quality of work with children and young people.
- It supports an analysis that goes beyond identifying what happened to explain why it did so - recognising that actions or decisions will usually have seemed sensible at the time they were taken.

This year we trained 13 senior managers in systems methodology with a resultant review of five areas of our work including:

- The use of physical restraint and the effectiveness of the Groups current Positive Behaviour Support Policy and de-escalation training.
- The management and effectiveness of interventions with children and young people using cannabis.
- Whether leadership and staff awareness of gangs and county lines is sufficient to take account of the risks presented to children and young people supported by Keys Group.
- A review of how information from placing authorities is received and whether the current referral process captures all the necessary and relevant information about a young person prior to admission.
- Following missing from care episodes how our return home interviews are used to inform organisational learning across Keys Group.

One of the most beneficial and enduring outcomes of systems thinking and modelling is team and organisational learning. The consistent methodological approach determines the skeleton of decision making and problem solving, so managers benefit from knowing the boundaries, requirements and expectations within which they can carry out their managerial duties and responsibilities. We intend to continue to use the process over the coming year and train further members of our team in the approach.

Safeguarding

A culture that safeguarding children and young people is everybody's responsibility permeates across all Keys Group teams and the staff who work in them. Keys Group has a clear governance structure in place for safeguarding children and young people.

Effective safeguarding is built around ensuring that practice is up to date and cognisant of current research, legislation and statutory guidance.

From July 2019 - July 2020 there were 431 safeguarding concerns recorded as primary events in RADAR, 3.6% of all untoward events recorded.

In addition, there were 446 events where safeguarding was identified as a consequential element of a primary event in one of the following categories:

- Accident
- Financial/theft
- Fire
- Inappropriate use of information technology
- Medical emergency
- Self-injurious behaviour
- Service user absent
- Service user missing from care
- Substance misuse
- Vehicle related event
- Violence and aggression

The table below identifies a sample of our lessons learnt following analysis of safeguarding events.

We are excited this year to launch our first Annual Safeguarding Report which provides greater detail on our approach to safeguarding, our learning, achievements and plans for the future including our ongoing commitment to protecting those entrusted to our care and support.

Probationary Period	Revised human resource systems for monitoring the probationary process.
Induction Process	Standardised induction process introduced for agency staff.
Children Missing Education	Policy revised to ensure process for reporting a child missing more than 10 consecutive days and education is being reported as a safeguarding concern.
Compatibility Assessment	Assessment of children and young people being referred to residential homes enhanced to ensure full consideration of compatibility between children and young people.
Safeguarding Training	Training programme revised to further enhance the skills staff require in responding to a disclosure of prior abuse.
Improving risk assessment and risk management	Established a risk management working group that is using best practice in the sector to inform our learning and development, policy, procedures and recording systems.



Child Criminal and Sexual Exploitation and County Lines

Criminal exploitation of children and young people is a geographically widespread form of harm that is a typical feature of county lines activity.

County lines activity and the associated violence, drug dealing and exploitation has a devastating impact on young people, vulnerable adults and local communities. County lines is a major, cross-cutting issue involving:

- drugs
- violence
- gangs
- safeguarding
- criminal and sexual exploitation
- modern slavery
- missing persons

And the response to tackle it requires a multiagency response including the police, National Crime Agency and a wider range of government departments, local authorities and providers of services to vulnerable children and young people. We continue to work closely with multiagency partners to address the risks County Line activity presents to the children and young people we care for and support given their higher vulnerability to this illegal activity.

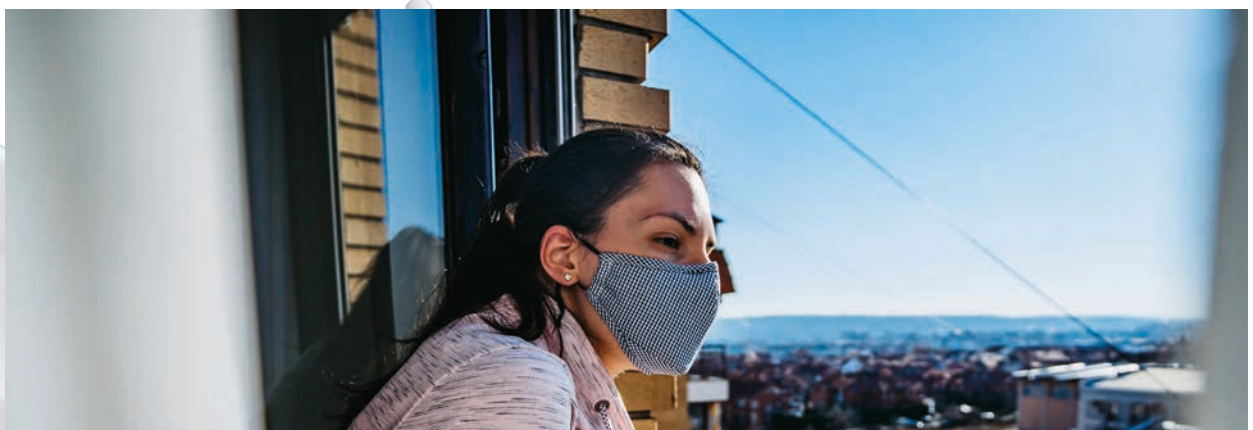
Case Study – Police National Specialist Advisor

When the national Covid-19 lockdown took effect, a small number of our young people really struggled with these new rules and despite the best efforts of staff would go missing or go out and about in their local community. Understandably everyone was

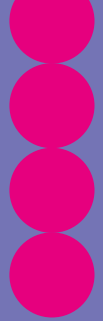
anxious about the risks to their safety, health and wellbeing but also the risks to the other young people living in these homes, the staff team and wider family and community. As we all tried to manage to keep our distance, employ good hygiene practices, in not doing so our young people were risking contracting Covid-19 and/or spreading it to others. The police unfortunately were required to intervene in a couple of cases of young people going missing as there were no quick fixes to support the young people to remain safe and to stick to the Covid-19 rules. Our police specialist advisor spent time with the staff teams ‘virtually’ to understand the risks the young people were posing and met with the relevant local police forces to discuss the risks. Through this process a joint understanding was developed that every situation would require to be managed differently as at this point of the pandemic there was little or no guidance available to support good decision making in these situations.

Acknowledging this gap our specialist advisor set about creating a guidance document identifying what responses staff in homes should take if children went missing during the lockdown. This document was shared with all Keys Group homes and the relevant local police.

The specialist advisor sits on the Police National Working Group for Best Practice for Children who go Missing from Care which is led by an Assistant Chief Constable who is the National Police Chiefs Council lead for missing from care. The guidance was shared at this forum and in turn has been shared, as best practice, nationally across all police forces to enable the same approaches to be taken in keeping children and young people safe.



Performance Analysis



We continue to perform well against our regulatory and internal targets. We have some areas where focused improvement is required and have plans in place to achieve these.

We are dedicated to ensuring that our services meet and exceed all regulatory standards.

All our regulators produce reports following inspection, many of which are available online or by request.

We are regulated by the following bodies:

- Ofsted is the Office for Standards in Education, Children’s Services and Skills. They inspect services providing education and skills for learners of all ages. They also inspect and regulate services that care for children and young people. Ofsted’s role is to make sure that organisations providing education, training and care services in England do so to a high standard for children and students. Ofsted inspects all our residential children’s homes in England at least annually and all our schools and family assessment centres at least every 3 years.
- CIW is the Care Inspectorate Wales. They register, inspect and take action to improve the quality and safety of services for the well-being of the people

of Wales. CIW inspects all our residential children’s homes in Wales at least annually.

- Estyn is the office of Her Majesty’s Inspectorate for Education and Training in Wales. They are independent of, but funded by, the National Assembly for Wales. The purpose of Estyn is to inspect quality and standards in education and training in Wales. Estyn inspects our school in Wales.

- CQC is the Care Quality Commission, the independent regulator of health and adult social care in England. They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve. In 2018, we registered our leaving care service with the Care Quality Commission (CQC). This registration means that we can provide care services to young people who are moving on from being looked after children.

Our Residential Children’s Homes in England are inspected by Ofsted. At 31 March 2019, 80% of all Keys Group homes were rated Good or Outstanding. This compared favourably to the Ofsted average across all residential children’s home provider types of 78%³.

All private and voluntary children’s homes (1,897)	15	65	19	1
Homes owned by the largest organisations (588)	16	66	16	1
Homes not owned by the largest organisations (1,309)	15	64	20	2



Ofsted published inspection profiles for the 10 largest private and voluntary providers of children's homes in July 2019, which between them own just under 30% of all private and voluntary-owned children's homes. This showed that homes owned by the 10 largest providers performed better than all other private and voluntary homes, with

82% judged good or outstanding compared with 78% for all other providers. Keys Group achievement of 80% fell 2% below the average for all large providers but was higher than the average for providers of all sizes by 2% in the reporting period. An improvement in ratings will continue to be driven over the course of the next 12 months.

'Inspection profiles of the largest private and voluntary providers of children's homes March 2019', Ofsted, July 2019⁴

All private and voluntary children's homes (1,897)	15	65	19	1
CareTech Holdings Plc (188)	14	66	20	
Keys Group Limited (G Square Healthcare Private Equity Up)	12	68	20	
The Priory Group (Partnership in Care UK 1 Ltd) (61)	21	59	15	5
The Outcomes First Group (Sacc Spring Topco Limited) (51)	22	61	16	2
Horizon Care and Education Ltd (43)	12	63	26	
Hexagon Care Services Limited (Hcs Group Limited) (35)	17	83		
Sandcastle Care Ltd (Sc Topco Limited) (29)	17	79		3
The Partnership Of Care Today (32)	13	78	6	3
Esland Group Holdings Ltd (28)	18	57	21	4
Homes2Inspire Ltd (The Shaw Trust Limited) (26)	31	54	15	

% Outstanding
 Good
 % Requires improvement to be good
 % Inadequate



⁴Ofsted Transparency data; Inspection profiles of the largest private and voluntary providers of children's homes March 2019 (Updated 23 July 2020) www.gov.uk/government/publications/inspection-outcomes-of-the-largest-childrens-social-care-providers/inspection-profiles-of-the-largest-private-and-voluntary-providers-of-childrens-homes-march-2019

Ofsted Regulatory Notifications

We are required by law to notify Ofsted of serious incidents that occur, these include:

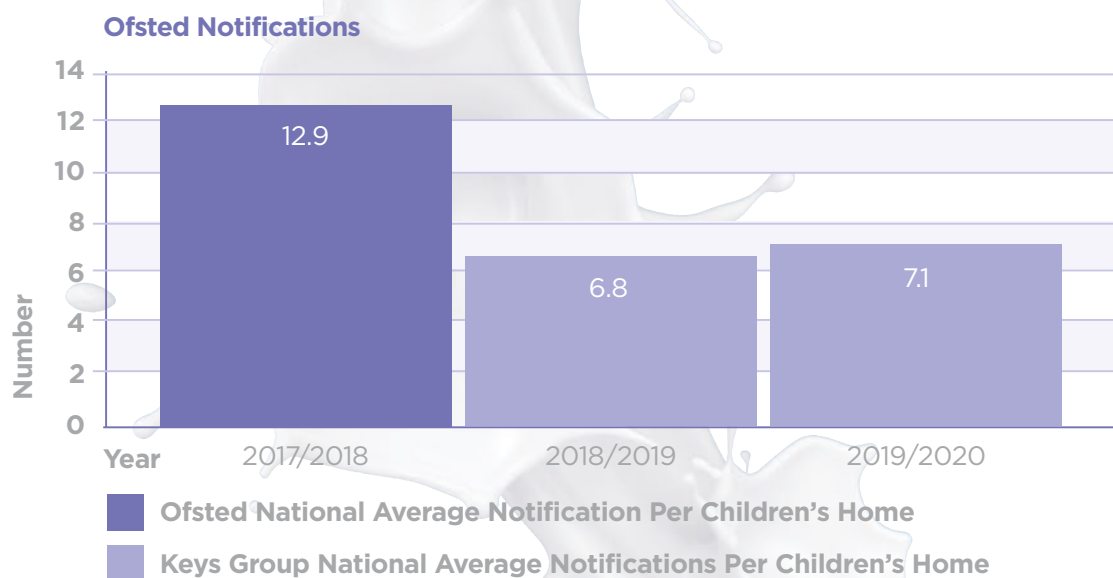
- Child deaths
- Involvement in child sexual exploitation
- Child protection enquiries
- The police being called to the home
- Child self-harming
- Allegations of abuse, complaints or referrals against people working in the home

Ofsted reported in 2017/18 that they had received 27,530 notifications by 2,135 children's homes, equating to 12.9 notifications made per children's home. Data has not been released on notifications for 2018/19 or 2019/20.

In 2018/19, Keys Group made 698 notifications to Ofsted equating to 6.8 notifications per children's home.

In 2019/20, Keys Group made 693 notifications to Ofsted equating to 7.1 notifications per children's home.

In this coming year we will continue to work to reduce the number of notifications to Ofsted continuing to provide expert support to children and young people to prevent any serious incidents triggering a requirement for Ofsted notification.



Missing from Care and Police Involvement

In recent years, greater attention has rightly focused on the issue of children who go missing from state care. The risk factors for running away from home or state care are multifaceted. Research suggests that there are some factors that may increase the likelihood that a child will go missing including:

- Multiple placements: while in their first state placement young people are not likely to go missing (especially younger children), the greater the number of placements, the greater the likelihood of running away.
- Family attachment and separation: children in care may run away from their placements

to reconnect or reunite with their non-custodial family.

- Gender-related experiences: research suggests that girls are disproportionately more likely to run away from home or state care, as well as run away at an earlier age compared to boys. This difference between the genders may be explained by factors that are disproportionately experienced and/or reported by girls such as sexual abuse and family instability.
- Involvement in gangs or child sex trafficking: in 2016, 11% of endangered runaways reported to the National Centre for Missing and Exploited Children were believed to be involved in gangs, with an additional 18% of children likely victims of child sex trafficking.

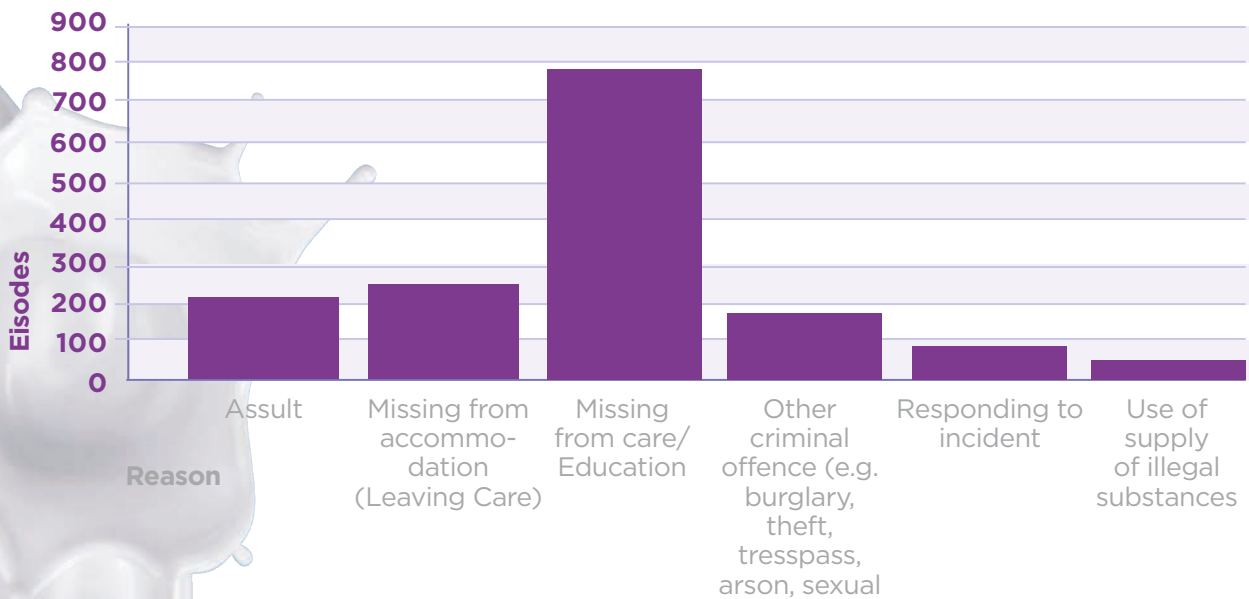
We have a duty under each local authority's 'Runaway and Missing from Home and Care Protocol' to report children that are missing from care to the police. We also have a duty to report to Ofsted any event requiring police attendance at a home. In this year, 33% of our notifications to Ofsted were in relation to police being contacted regarding a young person missing from care.

with young people supported by Keys Group with a continuing downward trend in police involvement since April 2018.

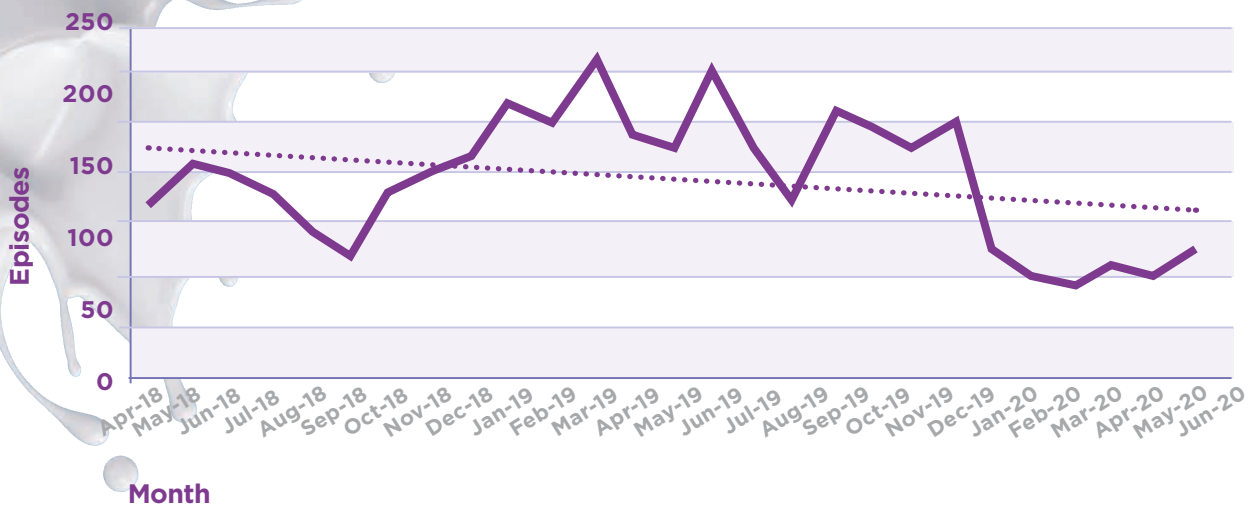
For the 12 months to July 2020 the most common reasons for police involvement with children and young people supported by Keys Group were as shown in the chart below. Missing from care/education continues to be the most significant reason for police involvement.

Missing from care episodes continue to be the most significant reason for police involvement

Self-Injurious Behaviour 12 months to July 2020



Police Involvement Trend to June 2020



For the year ending March 2019, the Department of Education reported that there was an average of 6.2 missing incidents per looked after child in this period. This equates

to 73,470 missing incidents for the 11,830 looked after children, including: secure units, children's homes, foster placements and semi-independent living arrangements.⁵

⁵Department for Education. National Statistics: Children Looked After in England (Including Adoption), Year Ending 31st March 2019. www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2018-to-2019

For the 12 month period to March 2020, Keys Group recorded 931 missing from care episodes for the 612 children we provide care and support to in our residential children's homes, this equates to an average of 1.5 missing incidents per child.

For the 12 month period to March 2020, Keys Group recorded 138 missing from care episodes for the 62 children we provide support to in our leaving care services, this equates to an average of 2.2 missing incidents per young person.



National Average Missing Incidents Per Child

Keys Group National Average Missing Incidents Per Child Looked After Leaving Care

Keys Group National Average Missing Incidents Per Child Looked After Residential

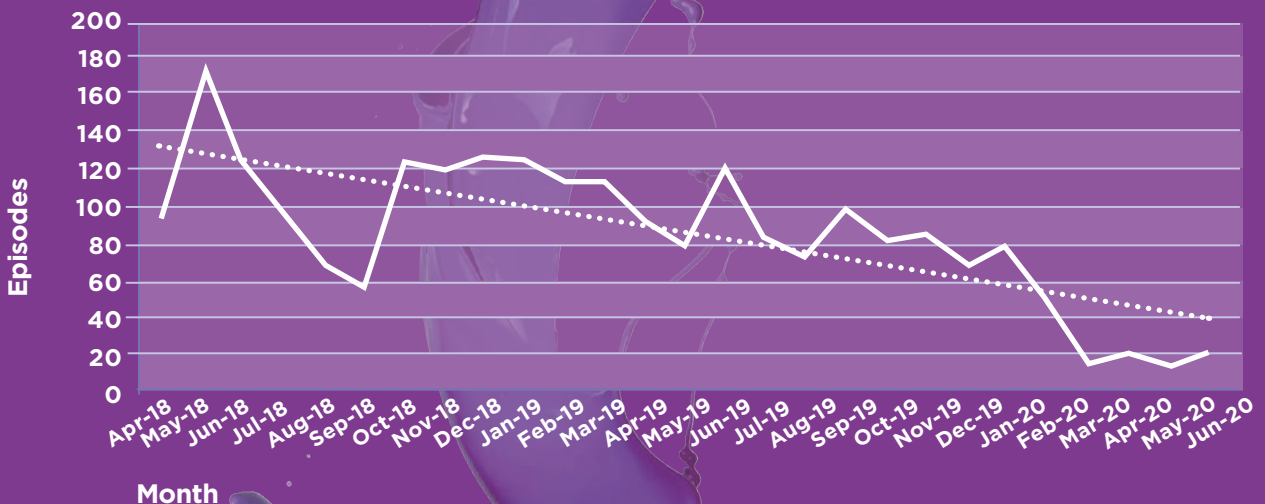
Department for Education National Average Missing Incidents Per Child Looked After



75.4% of our children never go missing from our homes, for those that do, these young people (generally older teenagers) come to live with us presenting with this risk having previously been missing from care while residing at their family home, in another children's home or foster care. We are always very concerned for the safety and welfare of any young person who goes missing. We work within the

regulations and with our multi-agency partners to prevent young people going missing and when they do, to return them safely. We work therapeutically with the young person to understand the triggers to missing from care episodes, to address the causes, to avoid patterns of unsafe experiences and to prevent further placement disruptions.

Missing from Care Trend to June 2020



Case Study

Our team of specialist advisors work together as a team which is critical to ensuring that the complex needs of the young person are met. This combined approach including working with professionals from the local authority and health care teams leads to effective and consistent support resulting in reduced risks.

When Kiera came to live in one of our homes she had been smoking cannabis for some time, had regularly gone missing and had been at risk of sexual and criminal exploitation. She initially struggled to form friendships with the other children in the home and would run off to seek the company of other young people whose influence would result in increased cannabis use and missing episodes. Recognising these complex needs, our specialist advisors worked with the home manager, therapist and social work team to develop a plan with the objective of supporting Kiera to reduce the presenting risks to her health and wellbeing.

Being clear on each of their roles, this multi-agency team set in motion step-by-step intervention to support and care for Keira, including individual therapy, education regarding substance misuse, working with the local police force to support a reduction in her engagement with others who posed a risk and helping her understand how she could be kept safe. The staff team supporting Kiera, received specialised learning and development and supportive group consultations to ensure consistent approaches were employed when working with Kiera. Challenges and barriers were frequently placed before Keira, the whole team kept together, communicated effectively, supporting and often challenging each other to decide upon the next steps.

Over 12 months Keira had taken big steps towards keeping healthy and staying safe. She was a more informed young person with an increased confidence in making good choices. Within 2 years Keira returned to living with her father. Her risk taking concerns have been eliminated and she is engaged in a college, studying health and social care and eager to use her life lessons to benefit others in the future.

Pass the Parcel – Children Posted Around the Care System Children’s Commissioner for England (December 2019)⁶ and The Howard

League Report: ‘Criminalisation of Children in Residential Care, Victims not Criminals: Protecting Children Living in Residential Care from Criminal Exploitation (March 2020)⁷

Pass the Parcel

This report notes that there are over 30,000 looked after children living ‘out of area’ in England. This is 41% of all children in care and has risen by 13% since 2014. Over 11,000 of these children are more than 20 miles from what they would call home, with over 2,000 further than a hundred miles away.

Children living far away are known to be at much higher risk of going missing and their vulnerability also means that they can be easy targets for exploitation by criminal gangs, who are expanding drugs markets through ‘county lines’ activity into semi-rural areas.

Out of county placements happen for a number of reasons. It may be that children need to be kept safe from criminal gangs or sexual predators who pose a serious threat to them. Often, however, it is simply because there is nowhere suitable for them to live locally. The numbers of older children going into care have risen year on year and the report alleges that this results in cash-strapped local authorities making out of county placements in children’s homes run by private companies, often operating in cheaper and less ‘desirable’ parts of the country.

Criminalisation of Children in Residential Care, Victims not Criminals: Protecting Children Living in Residential Care from Criminal Exploitation

The Howard League report speaks about ongoing failings in children’s social care exacerbating the risks of criminal exploitation of children and young people in the care system. The Howard League attributes some of these failings to privately owned companies dictating where care homes are located. The report suggests that privately owned children’s homes are often located in less expensive, more deprived areas on the basis of maximising independent companies opportunities for profit. Furthermore, the report highlights that these areas often experience much greater crime rates, placing vulnerable children at greater risk of becoming victims of criminal exploitation.

⁶Pass the Parcel – Children Posted Around the Care System Children’s Commissioner for England (December 2019) www.childrenscommissioner.gov.uk/report/pass-the-parcel-children-posted-around-the-care-system/

⁷The Howard League Report: ‘Criminalisation of Children in Residential Care, Victims not Criminals: Protecting Children Living in Residential Care from Criminal Exploitation (March 2020). www.howardleague.org/news/more-focus-needed-to-protect-children-in-residential-care-from-county-lines-criminal-exploitation/

Keys Group Response

Given the allegations made in both these reports Keys Group internally commissioned a report to consider if Keys Group disproportionately operates services in areas of England and Wales where higher deprivation rates are observed. The review examined and analysed deprivation data relevant to the location of all Keys Group residential services including;

- Residential care homes.
- Houses of multiple occupancy (HMO).
- Leaving care provisions.
- New services developed over the preceding 12 months, as well as those in development at the time of the review.

The report identified that in terms of the IMD - Quality of Life Indicator;

- The highest proportion (53%) of Keys Group homes fall into the areas ranked in the 51-100% range of all other areas in England and Wales.
- A significant proportion of service (25%) locations fall into areas ranked between the 31%-50% range of all areas in England and Wales.
- The smallest proportion (22%) of service locations fall into areas ranked up to 30% decile of all areas in England and Wales.

The report identified that in terms of Crime Indicators

- The highest number (49%) of Keys Group service locations are in areas that are ranked in the 51-100% of all other areas in England and Wales for the crime indicator.
- A significant proportion (25%) of service locations fall into the 31%-50% of all areas in England and Wales.
- The smallest proportion (21%) of service locations fall into the locations ranked up to the 30% decile of all services in England and Wales.

As an organisation we continue to grow our business, both through acquisition and organic development. In the last 12 months Keys Group developed nine new services. Seven of these services are in locations that are in the top 70% of all areas in England and Wales in terms of

the IMD Quality of Life Indicator. For the crime indicator, 6 locations are in the top 70% of all areas in England and Wales.

Finally, Keys Group referrals data was examined to understand the proportion of children placed locally and out of county within Keys Group. The analysis of placements made within Keys Group identified that over 60% of the children and young people supported were in local placements. In line with the findings of the Children's Commissioner for England report circa 40% of children supported were placed out of county.

In summary;

- The majority of Keys Group services are not located in deprived areas of England and Wales, with half of all services located in areas that are better than fifty percent (or more) of all areas in England and Wales on both the overall quality of life indicator and the crime indicator (a derivative of the quality of life indicator).
- Our governance systems require a full assessment of risk factors (including location) prior to making a decision to invest in the development of any new service or importantly to place any child in a service out or in county.
- Decisions to invest in particular locations are made on the basis of a detailed business analysis and often in order to support local authority demand for children's homes located within the commissioning authority boundaries, the ultimate objective being to keep children and young people close to their social networks and to reduce risk.

Care Inspectorate Wales and RISCA

2018 also heralded the introduction of the new registration process for residential children's homes in Wales under the Regulation and Inspection of Social Care (Wales) Act 2016. In May 2019 all Keys Group homes were successfully registered under the new RISCA regime.

In Wales, 100% of our residential children's homes were rated as compliant with RISCA by Care Inspectorate Wales.

Ofsted Inspections Education

At 31 March 2020, 90% of Keys Independent Schools were rated as Good or Outstanding. This compares favourably to the most recent national picture for independent schools of 75% and 83% for independent special schools (The Annual Report of Her Majesty's Chief

Inspector of Education, Children's Services and Skills 2018/19). We are continuing to strive and aspire to see 100% of our schools rated good or outstanding.

Overall effectiveness of non-association independent schools: 31 August 2019⁸

Number of schools in brackets (rounded)

All non-association independent special schools (1,040)

Independent special schools (470)

Other independent special schools (570)



1. Includes inspections carried out by 31 August 2019 with a report published by 30 September 2019

2. Percentages are rounded and may not add up to 100%

Source: Ofsted

Education Inspection Framework

In 2019 Ofsted introduced a new inspection framework for education – from early years through schools and on to adult learning. Judgements will now be made by shifting the focus from results onto “what is being taught and how schools are achieving a good education”. However, outcomes will still be taken into consideration. In the new framework inspectors will be looking closely at how the behaviour of learners is being managed and the strategies the school has to develop alternative options to exclusion. Importantly, inspectors will look for evidence that the school is taking account of any safeguarding risks to pupils who may be excluded. The new Education Inspection Framework has four judgements:

- Quality of Education
- Behaviour and Attitudes
- Personal Development
- Leadership and Management

In preparation for the implementation of the new inspection framework, the following initiatives were undertaken:

- Workshops focusing on the new judgements were provided by our school improvement partner to all head teachers.

- We appointed subject specialist leads in each school to evaluate each curriculum subject, identifying actions for improvement in each school.
- We held subject specialist workshops to share best practice.
- Culture capital initiatives have been threaded through the curriculum within schools, focusing on the child's personal development, through learning new skills, realising talents, developing character and resilience and learning about British values and culture as well as diversity mental health and wellbeing.
- Head teachers and subject specialist leads have attended training outlining the new inspection approaches.
- Additionally there has been investment in the International Primary and Middle Year Curriculum which delivers the curriculum thematically, leading to improved engagement of pupils as opposed to traditional taught subjects. Children are provided with individualised bespoke timetables which are arranged to meet their learning needs.
- Our Education Business Partner has provided additional support and conducted audits of our schools.
- We have trained and developed staff in mental health awareness to provide support and guidance to staff and pupils.

Off Rolling

Over the past year, Ofsted have continued to be concerned about the number of pupils leaving schools without another school to go to and without a formal exclusion process. Twenty thousand pupils left their state-funded secondary schools between Year 10 (2017) and Year 11 (2018). It is noted that vulnerable students with SEND or other needs are more likely to

be affected and this is predominantly the group of children and young people supported in Keys Group schools. We work tirelessly to ensure that the children and young people we support are not permanently excluded from our schools recognising the unique needs of those we support and their particular vulnerabilities.

Listening

Cross Regional Project

In August 2019 we created a participation and inclusion strategy. This three year strategy sets out Keys Group commitment to the vision for all children, young people, adults and families we support to be listened to and involved in all aspects of service delivery that affects their lives. Our services actively engage with all individuals so that their participation and involvement informs the plans for their care and education and achieves good outcomes for all. The strategy seeks to work to ensure that better systems are established to support participation, that our culture embraces participation and that we can demonstrate the effectiveness of involving children and young people.

To support this strategy an annual operational plan was compiled to describe all the separate individual actions needed to achieve our shared objectives and the following has been achieved in its first year:

- The definition and importance of Co-Production has been shared and understood by all teams working within the Cross Regional Project and







is incorporated into communication, meetings and decision making.

- All services have a Co-Production Lead – a participation and inclusion champion.
- A Young People’s Co-Production Forum has been established.
- All services with the participation of young people have reviewed their Children’s Guides and Development Plans.
- Positive multiagency working has taken place with Oxfordshire Local Authority Co- Production Team, sharing expertise, good practice and adopting tools and resources developed by SCIE (Social care Institute for Excellence).

The second year annual operational plan is being written with input from the children and young people supported.

Stakeholder Survey

86.52% of statutory professionals agree or strongly agree that children and young people supported by Keys Group are making progress towards their goals.

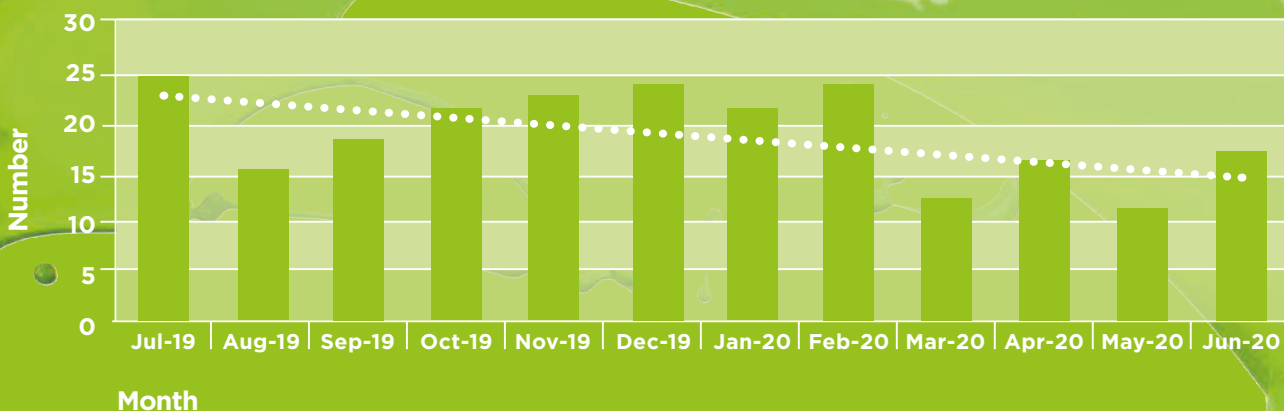
As a result of the work of the team at Keys Group (including Care, Education, Therapy and Specialist Support Services) is progress towards the child’s young persons placement goals being made?			Response Percent	Response Total
1	Strongly disagree		4.49	4
2	Disagree		2.25	2
3	Agree		35.96	32
4	Strongly agree		50.50	45
5	Neither agree or disagree		3.37	3
6	Other (please specify)		16.85	15

Complaints and Compliments

In the period July 2019 to June 2021

complaints and 132 compliments were recorded in our RADAR quality system.

Complaints



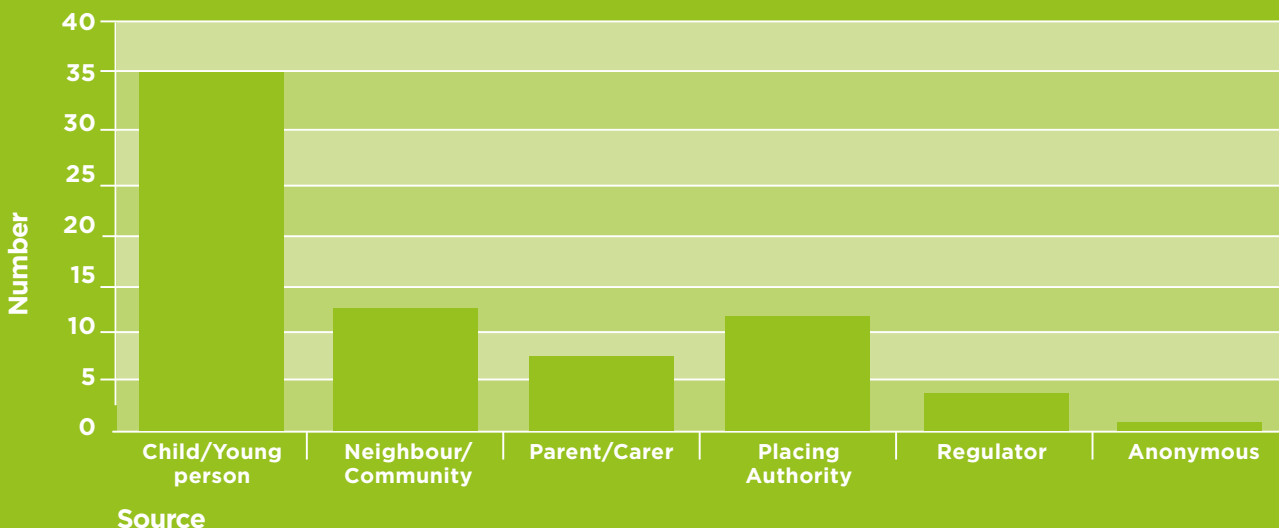
Over the coming year we will continue to work on developing our complaints and compliments processes, procedures and analysis to support our commitment to active listening, learning and continuous improvement.

Keys Group has a two stage complaints procedure. Stage 1 complaints are normally

resolved at local level. Where they are unable to be resolved or are a more serious complaint they proceed to Stage 2 for a formal investigation.

77.5% of all complaints were resolved at Stage 1, 65% of these complainants were from children and young people. 22.5% proceeded to Stage 2.

Source of Stage 2 complaints



Active Offer in Wales

Keys Group has continued to deliver on the 'more than just words' Welsh Government Strategic Framework by promoting and offering the use of the Welsh Language. Recognising that language is an integral part to the support

and care we provide to our children and young people we have actively supported our staff to gain a better understanding of the legal and cultural requirements be able to make the offer without our children or young people having to ask for it.

Our People

We have continued to make significant investments in our people over this past year, achieved successes in recruitment and retention, as well as engaging with, inducting and developing existing people to have the skills required to provide excellent care and support to children and young people.

“We will provide the right education, training and support to deliver high quality services. We will develop leadership skills at all levels and empower our colleagues to take decisions and make changes.” **

Making Sure People Feel Safe, Supported, Respected and Valued at Work

Keys Group is committed to the continual development of its people. Our Academy continues to offer dedicated training for everyone across a wide range of accredited programmes. These programmes support the achievement of Keys Groups objectives and enable everyone to provide the best care and support to children and young people. We spent more than £1,000,000 on direct training costs in 2019/2020.

Statutory and Mandatory Training

Recognising the vital importance of Statutory and Mandatory Training in the provision of

safe, high quality services to children and young people Keys Group has progressed the following;

- Ensuring colleagues can complete statutory and mandatory training through a blended learning approach including in-house face-to-face learning, e-learning, development programmes and external training courses. We are committed to ensuring that everyone has completed the required mandatory training.
- During 2019/20, revised induction programmes have been developed for everyone we employ. All frontline staff undertake an initial 2 week induction prior to working in our services.
- Following induction service practitioners have a core training programme which it is a requirement to complete within 6 months of appointment. This core training uses a blended learning approach.
- Service Managers have additional training relevant to their role.

Our current levels of compliance with mandated training is detailed in the table below.

Mandated Training Compliance as at July 2020	
Course	% Compliance
Equality & Diversity - 36 Month	91.06
Fire Safety - 12 Months	87.62
Food Safety & Hygiene foundation - 36 Months	92.01
General Data Protection Regulation (GDPR) - 0 Months	89.19
Health & Safety - 36 Months	91.75
Induction Programme - 0 Months	90.27
Manual Handling - 36 Months	88.41
Safeguarding foundation - 0 Months	90.97
Infection Control - 6 Months	80.37
Safeguarding foundation - 0 Months	77.12
Grand Total	87.86

Following completion of our induction programme, mandatory training and

probation period colleagues are enrolled on an appropriate vocational qualification.

** Keys HR Strategy (learning and development)

Management and Vocational Qualifications

It is a regulatory requirement that all residential managers achieve a level 5 diploma and likewise that all residential care staff achieve a level 3 qualification as minimum. Ofsted collect data on the levels of qualifications held by everyone working in children's homes⁹. The 2018-19 data shows;

- That over half of people employed in children's homes had achieved a required level 3 qualification (61%). This was an increase of eight percentage points from 2017-18. A further 21% were undertaking a level 3 qualification.

As at July 2020 71% of our residential support workers were qualified or in learning with a further 27% in probation or pending a start date. At the point of reporting 50% of Keys Group Residential Support Workers had achieved the level 3 qualification. We will continue to support colleagues over the course of the next year to complete the qualification with the aim of reaching at least the national average of 61%.

- The percentage of managers with a level 5 diploma continued to increase, reaching 51% in 2018-19. Managers are allowed up to three years to gain the level 5 diploma. This means that many start in post with level 4. 72% of managers had at least a level 4 diploma in 2018-19.

As at July 2020 98% of Keys Group managers (England and Wales) were qualified or in learning for the level 5 diploma with 80% of our managers having achieved a level 5 qualification, 18% in learning and 2% in probation and awaiting enrolment.

Our education support workers are not required to have a qualification but all are encouraged and supported to undertake a level 3 apprenticeship. 24 have already completed the qualification (21%) and a further 32 (27%) are currently in learning. We will continue to promote the take up of the level 3 apprenticeship over the coming year.

In addition the level 5 qualification in leadership and management is now offered to all deputy managers in our residential children's homes or schools with the aim of supporting their career progression to registered manager or head teacher posts.

Introduction of Technology Enhanced Learning (TEL) Tools and Training

The Learning and Development team are embracing technology and digital innovation to deliver a range of modern, responsive and effective learning solutions.

Learning Management System

In 2019/20 we invested in the development of a bespoke learning and development system. This includes an on-line booking system enabling managers to directly book people onto training courses. The system additionally monitors all learning activity, supporting the Keys Academy team to manage training events and to record attendance and outcomes.

The system also allows for the integration of training information from a variety of different sources such as specialist e-learning systems, vocational and management training plus individual bespoke training events. This enables service managers to proactively manage and monitor individual team members training at a local level.



Leadership Development

Keys Group is committed to developing a culture of collective leadership and to growing our community of leaders. This means having leaders at all levels of the organisation working together towards achieving high performance and improvement for children and young people. This idea is fully embedded in all leadership programmes. Keys Group delivered several leadership programmes in 2019/20 as follows:

- Future Leaders – 62 managers have enrolled since the course commenced in 2018/19 with 30 managers in two cohorts being supported through the course in 2019/20.
- The Visionary Childcare level 6 programme continues providing our senior managers with the skills, knowledge and expertise in strategic management.
- “Excellence in Leadership”, a 3 day residential programme was delivered to Regional Managers. 23 participants were selected to attend in two cohorts in 2019. The programme provided attendees with the tools to prepare and present a regional business plan.

Resilience Training – Challenge of Change

Resilience is the ability to cope under pressure and recover from difficulties. Working in social care and education can be hugely rewarding. But, like all jobs, care work can be stressful at times. Our staff need to be resilient, to help them to cope better under pressure and continue to deliver high quality care, support and education to children and young people. Good emotional resilience amongst our people also results in, improved morale, reduced absenteeism, better retention levels and improved team relations.

In 2019/20 the senior leadership team and 23 managers attended Challenge of Change resilience training to support them to:

- Learn about stress management and resilience and strategies to develop resilience in themselves and others.
- Examine their experience of emotions and how this impacts on performance and to improve well-being and organisational effectiveness.

Managers Workshops – Quality Department Led

Twice each year all service heads are invited to attend regional workshops led by our Quality Director. The workshops this year were held in October 2019 and March 2020. The themes of the workshops were:

- Overview of inspection activity and outcomes over preceding 6 months
- Keeping Safe Environments
- Assessing and Managing Risk
- Exploring the Mental Capacity Act
- Managers oversight – critical thinking and reflective practice
- Achieving excellence – good to great

2019/20 Leadership Conference

The 2019/20 Leadership Conference took place in February 2020 with over 175 senior leaders in attendance. The theme of the conference was “Good to Great”. During the conference, the key messages delivered were that good to great transformation in Keys Group:

- Requires disciplined people, disciplined thought and disciplined action.
- Requires professional will from all leaders. Professional will:
 - creates and is a catalyst for superb results
 - requires unwavering resolve to do whatever must be done to ensure excellent outcomes for children and young people.
 - looks in the mirror (not out the window) to take responsibility for poor results, never blaming external factors, or bad luck.
- Requires a focus on our core values of excellence, passion, integrity and caring.

Staff Recognition and Achievements

The EPIC awards are company awards which recognise, reward and share outstanding work by individuals and teams who have made a real difference to the lives of children and young people. The 2019/20 winners in each category were:

• Excellence Award – Tourmaline Children’s Residential Home

In recognition of the exceptional care and support delivered by a dedicated and highly attentive team. The home has achieved an outstanding rating from Ofsted in each of its last four inspections.

• Passion - Tees Valley School

In recognition of the exceptional drive and passion of the head teacher and the Tees Valley school to improve performance. In 2019/20 the school moved from an Ofsted requires improvement grade to good with outstanding features.

• Integrity – Crown House Family Assessment Centre

In recognition of the service’s ethos of kindness in its daily activities even when this may lead to a recommendation for a family not to stay together. In particular the commitment to ensuring honest, open and trusting communications with families through all phases of assessment and that all people coming into contact with it know that they as individuals matter.

• Caring – Fernbank Residential Children’s Home

In recognition of creating a feeling of family and care not only for the young people but also the staff team. The team had reached their goal of achieving an outstanding rating from Ofsted.

Two further awards were made this year to services demonstrating Incredible resilience:

• North Bridge College

In November 2019 the college was impacted by the national emergency which saw large areas of Doncaster flooded. The scale of the flooding resulted in the entire school and its contents being lost. The staff and students with local authority partners demonstrated

incredible teamwork and resilience in implementing disaster recovery plans and reinstating the school in a new location within a matter of weeks.

• Leaving Care, South

In recognition of the team’s incredible compassion, integrity and resilience following the death of a young person.

Awards were also presented to fifteen homes and schools rated outstanding or equivalent by our regulators.

Recruitment, Retention and Turnover

The Ofsted Annual Report 2018/19¹⁰ notes that having consistent, suitably qualified staff and managers is an important part of effective social care provision. Staff can provide better support to the children they care for if they have the right qualification. Ofsted therefore collect data on staff in children’s homes when they inspect. An important factor in support for children is consistency of staff. Over the last year Ofsted reported that;

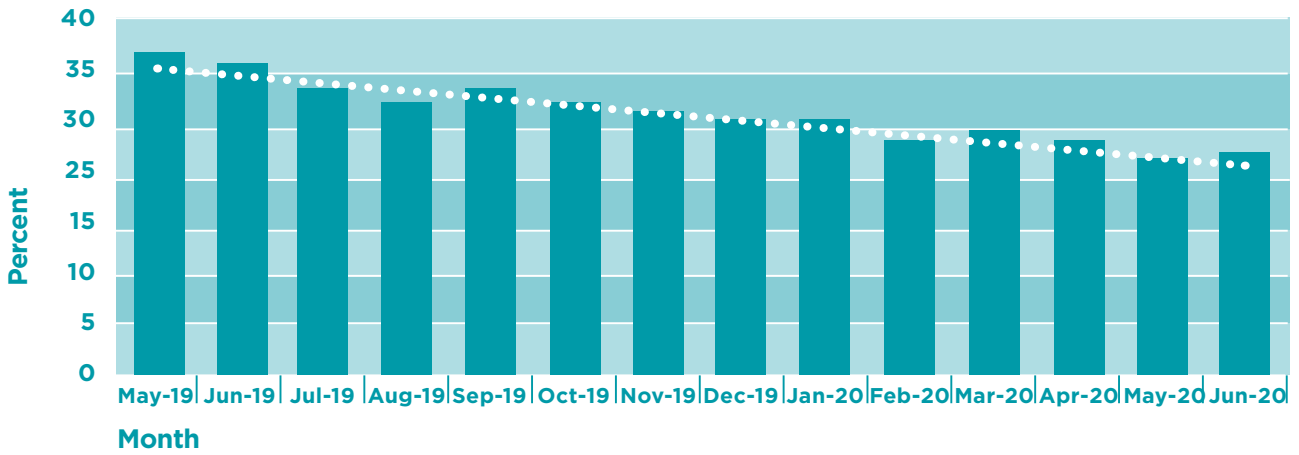
- 34% of children’s homes have had new managers.
- The average number of staff per children’s home has stayed fairly static over the last four years, at around 13 members of staff per home. However, numbers of both leavers and joiners have generally increased up to 2017-18, although the number of leavers per home dropped in 2018-19.
- Across the four years of data collection, the number of agency staff working in each children’s home has also stayed relatively static. There are around 0.2 agency staff per permanent member of staff.

In Keys Group;

- We had greater stability of managers in our children’s homes, than the Ofsted reported national average with 20% of our homes having new managers.
- We have continued to see a downward trend in our employee turnover with consequential greater continuity of support for our children and young people.
- Likewise over the year we have continued to see a significant reduction in the utilisation of agency staff as a result of reducing turnover, greater stability and improvements in recruitment and retention generally across our portfolio of services.

¹⁰Ofsted Annual Report 2018/19. January 2020 www.gov.uk/government/collections/ofsted-annual-report-201819

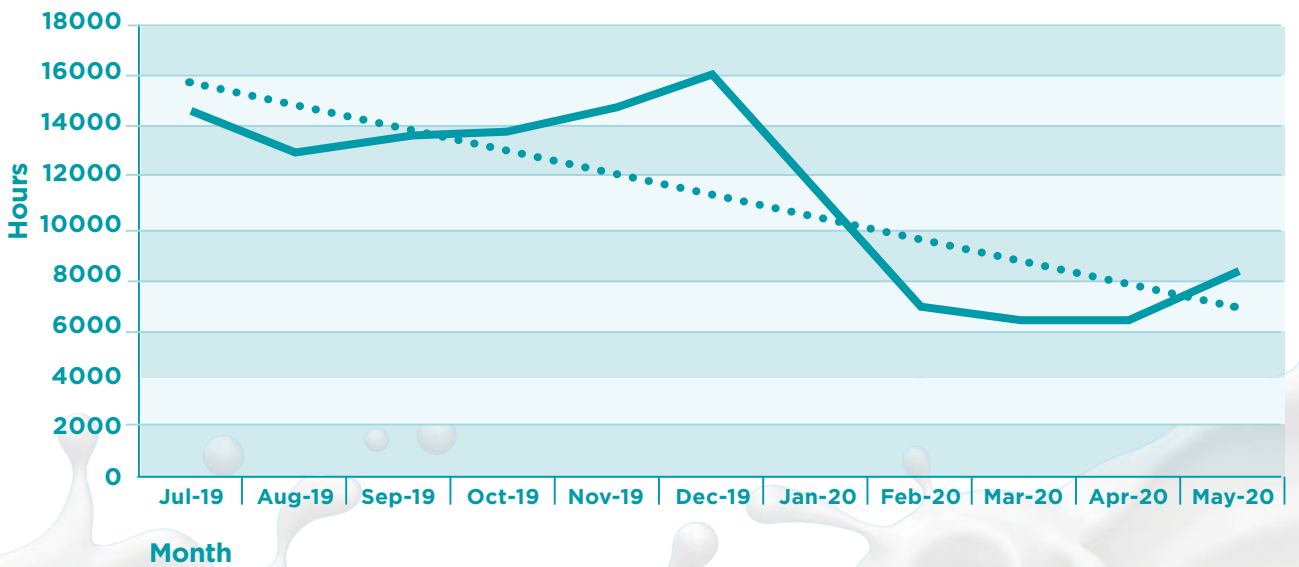
Group Turnover



*National Average for direct care workers in any type of institution (e.g. public, independent, residential, day etc.) - average

for care workers in the independent sector is likely to be higher. (Source; Skills for Care)

Agency Trend Monthly Hours Utilised All Services



Whistleblowing Protection

Most issues raised by employees are easily resolved. However, there are times when concerns are of a more serious nature. Keys Group has a policy, which provides a clear and easily accessible route for raising these types of whistleblowing concerns.

The overarching aim of the policy is to demonstrate Keys Group commitment to openness and accountability through:

- The provision of a safe environment to raise concerns at work.
- Reassurance for colleagues that it is safe and acceptable to speak up.
- Reassurance for colleagues that they can raise a concern at an early stage and with clarity about the process.

The policy is supported by an internal reporting system (RADAR) and an externally

hosted whistleblowing hotline to enable employees to report malpractice, unlawful or unethical behaviour within the workplace.

RADAR - Internal System

Employees can raise concerns (anonymously if desired) through our RADAR system.

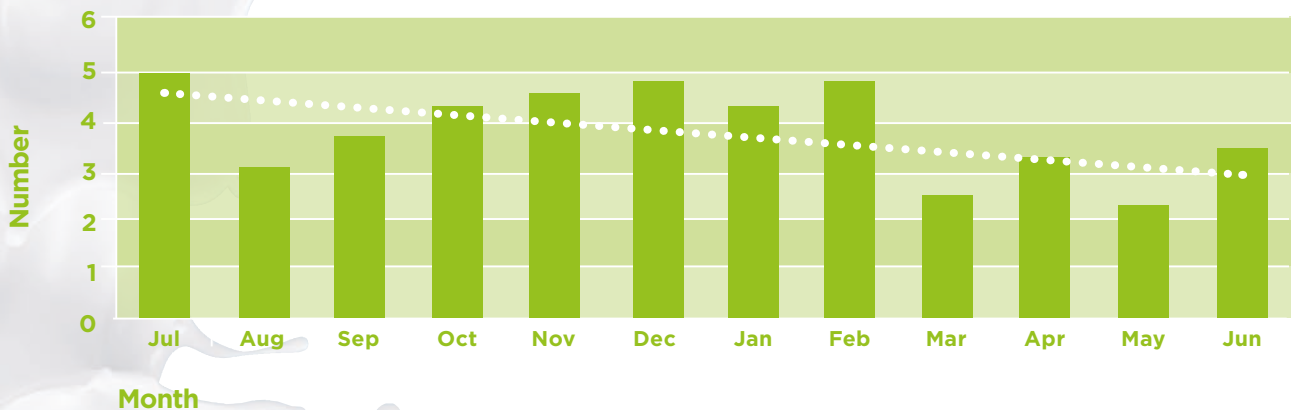
Navex Global - Externally Administered Whistleblowing

Concerns can be reported on an anonymous basis either by telephone or on-line, thereby allowing employees to raise issues that they may feel uncomfortable discussing with a manager.

This can help expose important issues that would otherwise remain undisclosed and help reassure employees that their concerns will be taken seriously.

There were 30 whistleblowing reports in the 12 months to July 2020, 5 through Navex Global, and the remaining 25 through our internal system.

Total Whistleblowing Reports 2019/2020



Of the 30 notifications made, 43% related to allegations of 'unprofessional/inappropriate behaviour or a conflict with a general understanding of what is right or wrong'. All

allegations made were investigated in line with company policy and procedure with action taken as appropriate to address any substantiation of the allegations made.

Diversity and Inclusion

Being an inclusive employer is fundamental to creating an environment where we can all thrive at work. Engaging with and obtaining a better understanding of diversity helps us:

- Design and deliver more effective care, support and education for the children and young people we support.
- Value the contributions of everyone ensuring equality makes a positive difference to organisational innovation, efficiency and performance.
- Develop a positive reputation internally and externally improving our ability to attract and retain the best talent and have stronger relationships with our stakeholders.

In 2020 we reviewed our diversity and inclusion strategy and committed to a

three year action plan that will build on our current work. The three year action plan is designed to:

- Create greater transparency.
- Equip all staff, managers and leaders through training, information and highlighting role models to build equality, diversity and inclusion into the work they do and the way they work.
- Raise awareness of equality, diversity and inclusion and involve staff through the staff networks and team discussions.
- Build shared responsibility and accountability for achieving improvements by explicitly embedding inclusive leadership into the performance management process and creating Keys Group specific equality, diversity and inclusion objectives.
- Embed equality, diversity and inclusion into recruitment, training and promotion.

Key First Year Targets



Ethnicity Profile

Work undertaken in 2020 has Keys Group staff ethnic diversity as:

Keys Group Staff Ethnicity	
Asian	2.2%
Black	3.5%
Mixed Race	3.2%
White	82.1%
Not declared	9%

Age Profile

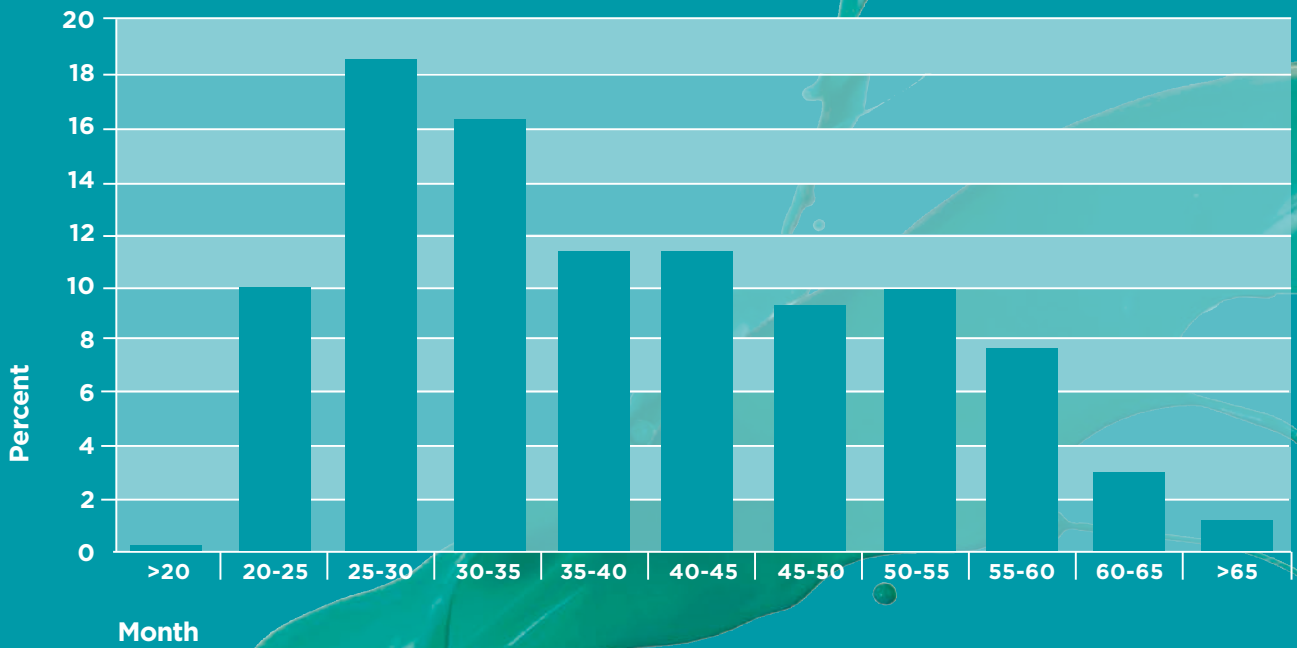
The age profile of the people we employ shows that the largest proportion of people are aged 25-30 (18%) with those aged 30-35 being the second highest proportion at (16%).

Our strategy is a commitment to a five year journey to improve diversity and inclusion for the working lives of all of our staff and the experience of the children and young people we support.

We will measure the impact of our activities with four specific goals:

- Better outcomes for children and young people
- Improved experience for children and young people
- A representative and supportive workforce
- Inclusive leadership
- Colleague survey specific measures including engagement
- Training attendance data reflects the diverse workforce
- Bespoke questionnaires and focus groups

Age Profile



Gender Pay Gap

As of 2017 all UK companies with over 250 employees are required to report on their gender pay gap. This measures the difference between the average pay of all men and women employed, whatever their role in the organisation.

It is important to make the distinction between gender pay and equal pay. Equal pay looks at whether men and women receive equal pay for equal work and is legislated under the Equality Act 2010. A gender pay gap may still exist where there is equal pay, for example, if there are more men than women employed in higher earning roles.

At Keys Group, 67% of the people we employ are female and 33% male. We are confident that our pay structure ensures that there is no discrimination in remuneration for men and women in the same roles.

The structure of the Keys Group means there is no statutory requirement for the Group to report its gender pay gap. However we are voluntarily reporting our gender pay gap on the basis that this aligns with our core value of acting with integrity.

At the end of March 2020 our mean gender pay gap (the difference between the average hourly earnings of men and women) is minus 10.32% meaning that on average females in Keys Group have a higher hourly rate than males. This is the opposite of the 2019 national figure reported by the government of 17.3% i.e. women had a lower hourly pay rate than men. When comparing the median figures (the difference between the midpoints in the ranges for hourly earnings of men and women) the figure is reduced considerably to minus 1.12% but again meaning that pay is higher for women than it is for men.

Our pay gap reflects the mixture of female and male employees in the childcare sector. Given there is a larger proportion of females working in the childcare sector there are a larger proportion of females in managerial and senior manager positions within Keys Group than in other non-care sector organisations.

Modern Slavery

We acknowledge that modern slavery often takes place in the course of employment however the vulnerable people we support may also be exposed to modern slavery, human trafficking and (in the case of young people) child sexual exploitation and criminal exploitation. We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. We do this by:

- Building open and transparent relationships with our partners and make our professional expectations clear.
- Having a whistleblowing policy which encourages concerns to be raised by employees whether full-time or part-time, self-employed contractors, agency workers, volunteers, applicants for employment, people we support and their families, relations and friends, suppliers, commissioners, contractors and the general public.
- Confirming the identities of all our new employees and their right to work in the UK and our recruitment process complies with our regulatory guidelines.
- Facilitating access to an independent whistleblowing service.
- Internally monitoring the quality of our service provision.

During 2019 we introduced a centralised agency staff procurement process to further enhance our stringent assurance checks for agency staff including right to work and advanced DBS checks. Only agency suppliers capable of evidencing agency staff compliance with these stringent requirements are added to the agency system as a potential provider of services to Keys Group.

All our operational colleagues are required to undertake mandatory training in relation to child safeguarding, whistleblowing, child sexual exploitation and criminal exploitation.

Over the last twelve months our IT team have been working on initiatives to ensure that internet activity is strictly filtered to remove as much harmful material as possible to give the young people we support a safe internet experience. This includes investment in specialist software.

Specialist Support Team

We have a dedicated specialist support team of advisers to act as a resource for our services and to work directly with young people. Our specialist team includes an exploitation specialist adviser, a substance misuse adviser, a police liaison adviser and a self-injurious behaviour adviser. The specialist team offer advice, consultation, risk management support and training to all of our services. They also liaise with external agencies to ensure a joined up multi- agency and collaborative response.

The exploitation specialist adviser has developed packages of training around child sexual exploitation and child criminal exploitation all of which encompass the current modern slavery legislation. This will be rolled out to all services operated by Keys Group during 2020 and comes with a package of resources of preventative work for young people. This training seeks to empower staff to identify and report concerns of modern slavery in line with national legislation and company policy.

Direct preventative work for children and young people around the risks of exploitation have also been developed to be included as part of the educational provision, key work sessions and group work within services. The exploitation specialist adviser works nationally with specialist forums, policing teams and also with the National Modern Slavery team to promote the Home Offices initiative around use of the National Referral Mechanism (“NRM”). The NRM looks to promote wrap around support for victims of modern slavery, advocacy support through criminal justice proceedings and a proactive track and trace system for high risk victims of trafficking. All homes are sent guidance regarding the NRM process where there is evidence of exploitation taking place and signposted to the National Modern Slavery team for additional support where a young person is high risk.

Throughout 2020 our national police liaison specialist adviser has worked closely with staff teams and local police forces to ensure young people identified as being at risk of criminal, sexual, or economic exploitation and trafficking are appropriately supported to mitigate risks to the young people and to support efforts to identify and bring perpetrators of such crimes to justice. The police liaison specialist adviser has also contributed at a national level to work aimed at minimising the exploitation of vulnerable young people and young people missing from care.

Information Governance

We continually work to identify and reduce risks to information and increase data security. We have a nominated Data Protection Officer. There were three potential data breaches in 2019/20 which met the criteria to self-report to the Information Commissioner’s Office. All were fully investigated internally, action plans developed and mitigations identified and implemented and the information shared with the Information Commissioner’s Office. All were closed by the Information Commissioner’s Office with no further regulatory action.

VM Ware Horizon Roll Out

Through 2019/20 we continued to roll out Horizon cloud allowing the business to deploy virtual desktops and applications to all services/sites. Additionally it allows the ability to deploy, manage, maintain and monitor desktops running across the business in all locations. All business acquisitions have been moved onto the platform rapidly following deal conclusion to enhance data security including the latest acquisition of South West Childcare Services.



Case Study 1

On 7th November 2019 parts of northern and central England saw a month's rain fall in a day. On 8th November 2019 the River Don bursts its banks in Doncaster after reaching its highest recorded level, the resulting flood water submerged most of our Northbridge College site under metres of water. The school's contingency plan swung into action, clear leadership, excellent collaboration with Doncaster Local Authority and with the help from a local school, education was resumed at an alternative site within 9 days. The 50 children who attend the college were provided with remote education whilst all the logistics, equipment and resources were put into place resulting in minimal disruption to the education and learning provision. This temporary site has now become the new permanent site for Northbridge College staff and pupils. The Horizon virtual desktop system ensured there was no data loss and that the IT environment was available immediately the new site opened.

Case Study 2

On January 31, 2020, the first two cases of COVID-19 in the UK were confirmed. But despite a growing number of coronavirus cases in the UK, it wasn't until March 23rd 2020 that Prime Minister Boris Johnson announced people should "stay at home" during a televised address. People were told to work from home wherever possible, and that they should only leave their homes for essential purposes. In response to this Keys Group immediately moved its support centre staff team and support service functions to home working. The investment in the Horizon platform allowed for the smooth transition to home working arrangements with minimal disruption to the business thereby ensuring ongoing support for our front line services.

Independent Inquiry Child Sexual Abuse – The Internet Investigation Report March 2020¹¹

This investigation focused on the growing problem of online-facilitated child sexual abuse. In particular the misuse of

the internet by a section of society to distribute indecent images of children, groom and manipulate children in order to commit sexual acts on them and livestream the sexual abuse of children from around the world.

Several police forces have reported a rise in offences of online grooming. According to the National Society for the Prevention of Cruelty to Children (NSPCC), between April and September 2018, police recorded more than 10 grooming offences a day. Facebook, Instagram and Snapchat are frequently named as the most common platforms where grooming takes place. However, the true scale of offending and the number of children who have been victims of online-facilitated child sexual abuse is likely to be far higher than the number of reported offences.

The government response includes the introduction in September 2020 of compulsory education in both primary and secondary schools that will help teach children about the need to stay safe online. The government also published its Online Harms White Paper aimed at tackling a wide range of online harms, including the threat of online child sexual abuse and exploitation. The Queen's Speech in December 2019 included reference to the introduction of legislation to establish a new regulatory framework. In response Keys Group has:

- Worked on initiatives to ensure that internet activity is strictly filtered to remove as much harmful material as possible to give the young people we support a safe internet experience. This includes investment in specialist software.
- Raised awareness amongst its staff teams and provided training in ensuring safe internet access for children and young people.
- Continued to teach and support children and young people to stay safe on the internet.

Property

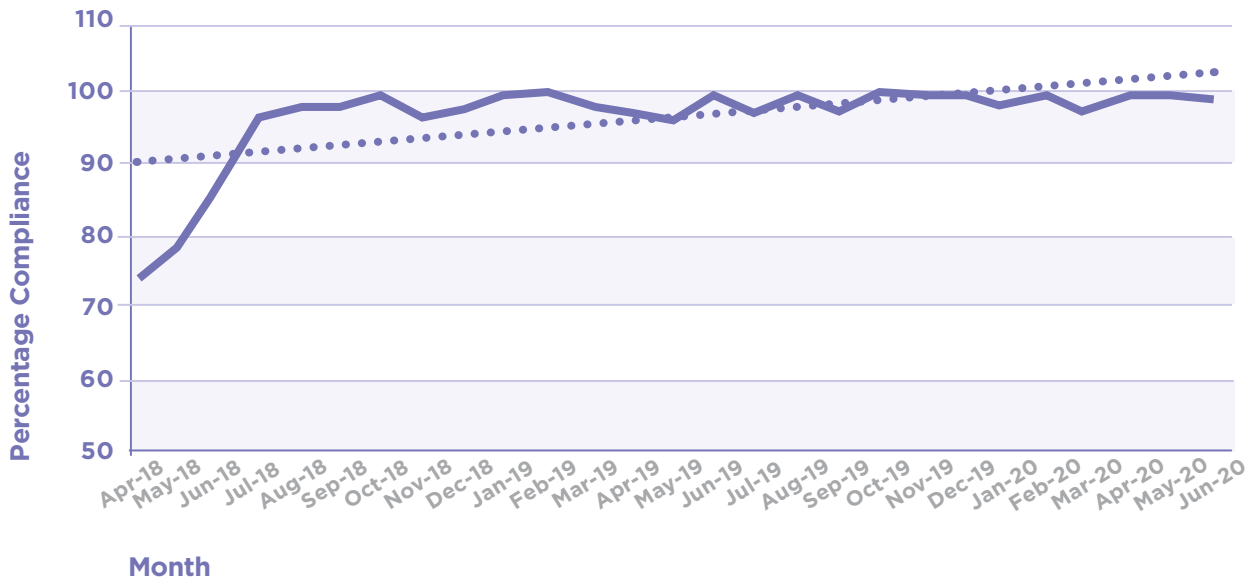
Our property department provides a range of services and support across the portfolio to ensure statutory compliance and that the build environment is fit for purpose and managed effectively.

The department is responsible for all reactive maintenance in services. A central property department helpdesk receives requests from services via email and telephone, prioritises work with the assistance of the operating units and allocates work to either the regionally

based, inhouse mobile maintenance operatives or a panel of approved external contractors as appropriate.

The central team is also responsible for managing and instructing all planned, preventative maintenance as per the requirements of legislation ensuring all buildings are compliant and to reduce the amount of reactive maintenance visits. As at June 2020 our compliance with planned preventative maintenance across the estate was 98.6%.

Pre-Planned Maintenance (PPM) Compliance



Environmental Sustainability

Keys Group takes environmental sustainability seriously, whether it is carbon emissions, climate change, global warming or landfill and we know our children and young people share our concerns.

While many of these issues are tackled at a global level there are things we can do as individuals and as an organisation to lessen the impact of environmental change. For instance, we can choose environmentally friendly suppliers and products, dispose of our waste responsibly and manage our energy supplies more effectively.

Information Technology

We continue to source energy-efficient IT hardware for the Group. Purchasing recycled low powered terminals and laptops ensures we not only benefit from lower costs but also continue to support an environmental strategy. The roll out of these terminals across the business is now 90% complete.

Over 95% of the equipment we purchase comes from approved UK recyclers. We only buy new equipment when essential. Over the past 12 months, we have made use of over 300 recycled items - every PC, terminal and laptop purchased by Keys is recycled.

We have also upgraded the cooling in our data room with a 20% more energy efficient system solution.

We continue to replace old inefficient printers with ECO printers. This project has driven down ink use and costs by 60%. We also discourage printing and since March 2020 we have reduced printing done by formerly office based staff by 90%.

We have in place video conferencing capability using Microsoft Teams and Skype and this is leading to significant savings in travel costs. Since March 2020 we have used on average 5,000 litres less fuel per week compared with the same time in 2019.

Fleet

We continue to replace our ageing vehicles with more modern, fuel-efficient models. Last year we replaced 86 vehicles.

Energy

From 1st August 2020 100% of electricity used by Keys will be from renewable sources; wind farms, solar farms, hydropower plants or bio mass plants. Green energy is produced with minimal impact on the environment and this move will mean that no carbon is released into the atmosphere from Key's Group electricity consumption.

From 1st August 2020 100% of natural piped gas will be green gas. This means our suppliers source green gas from UK-based producers through the digestion of products, residues and/or waste. Green gas is labelled electronically with a unique identifier known as a Renewable Gas Guarantee of Origin (RGGO).

For each kWh of gas, this identifier contains information about where, when and how it was produced including the technology used.

Our future plans

We will continue to deliver on activities still in progress as identified on page 21 and over the coming year will conclude the development and review of the following strategies, resulting in a synchronised and systematic approach to achieving our mission and organisational objectives.

- Quality Strategy
- Positive Behaviour Support Strategy
- Clinical Services Strategy
- People and Organisational Development Strategy
- Involvement and Co-Production strategy

Therapeutic Approach

1. Develop a Clinical Services Strategy describing how Keys Group will provide the best possible clinical, therapeutic and specialist services with the aim of keeping our children, young people and adults safe whilst delivering the right interventions to support delivery of their agreed outcomes.

Outcomes for Children and Young People

1. Develop and embed the model of Positive Behaviour Support implementing a strategy to further develop knowledge and skills across the company in supporting children, young people and adults to lead happy, healthy and successful lives.
2. Develop an innovative transition model for children and young people progressing from residential services into leaving care services.

Keeping Safe

1. Conclude the work of the risk assessment and management working group to carry out a systems based review within Keys Group.
2. Deliver the objectives identified in our first Safeguarding Annual Report.
3. Covid-19 – continue to operate to pandemic contingency planning protocols across the business in accordance with relevant government guidance.
4. Systems methodology – to employ this best practice model across all internal learning reviews.

Listening

- Expand the Co-Production Strategy from the Cross Regional Project across all Keys Group services, using learning from the first year to improve implementation.







2020 Annual Quality Report



**Inspiring and supporting
young people to live
happy, healthy and
successful lives.**

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