

SC010415

Registered provider: Norwood Ravenswood

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

The home is operated by a registered charity and not-for-profit organisation. The home provides short breaks for up to nine children with learning disabilities, physical disabilities and sensory impairment.

The home registered with Ofsted in April 1994. The registered manager resigned in March 2022. A new manager has been appointed and has submitted her application to register with Ofsted.

Inspection date: 18 October 2022

This monitoring visit

The home was judged inadequate at the full inspection on 23 and 24 August 2022. As a result, three compliance notices were issued, under regulation 12, the protection of children standard, regulation 13, the leadership and management standard, and regulation 34, policies for the protection of children standard, of the Children's Homes Regulations (England) 2015.

This monitoring visit was carried out to monitor the progress made against the compliance notices. The inspector found that good progress has been made in meeting the compliance notices and the requirements made at the full inspection.

At the time of this monitoring visit, no children were living at the home. The children and young people who were living in the home at the time of the last inspection have been moved on to more suitable accommodation.

The home has been closed for refurbishment since 2 October 2022. All areas of the home are being refurbished, including the living areas and the children's bedrooms. The property was out of use at the time of this visit and no staff or children were on site. The home is due to reopen in December 2022.

There have been a number of changes to the leadership and management team. A new manager has been appointed, who has submitted an application to register with Ofsted. A deputy manager has also been recruited to support the manager. A new chief executive officer is due to join the organisation, who will be taking over the role of responsible individual. The changes in the leadership and management team are aimed at improving management oversight and supervision of staff practice.

A new safeguarding policy specifically for children, not adults, is now in place. All staff have attended safeguarding training and a safeguarding briefing. There is now much clearer guidance for staff to ensure that they know how to report a concern about a child or a member of staff.

Children's risk assessments are currently being reviewed and updated. The new risk assessments consider each child's needs and behaviours and their compatibility with other children.

Leaders and managers have taken effective action to address the shortfalls in staffing of the home. Staff recruitment has been positive. More staff are being employed to ensure there will be safer numbers of staff working with children when the home reopens.

Leaders and managers have reviewed the staff training offer. New training is being offered to ensure that staff have the skills to meet the needs of the children in their care. All staff now have a new schedule for training, which is both face to face and online. Additionally, leaders and managers have new systems in place to monitor and ensure that staff are completing the training.

All staff now have a personal development plan and have received monthly supervision and an appraisal. This has improved the management oversight of staff practice and development.

Children's paper records have now been moved to the head office and will be archived. The organisation has invested in an online recording system to create and store records. Other areas of the home are being improved to ensure appropriate storage is available to reduce the physical hazards and concerns raised at the full inspection.

Leaders and managers have improved their monitoring and review systems. They have created tracking tools and improved management oversight systems. This includes a tracking tool to ensure that they do not exceed the 75-day short-break allowance for individual children. Additionally, a new independent person has been appointed to carry out the required monthly independent visits to the home. However, Ofsted has still not received all the reports from the independent visits from the last year.

Leaders and managers have taken appropriate action in response to the significant safeguarding concern raised at the last inspection. They are following the

recommendations from the independent investigation to prevent similar incidents from happening again.

The provider has met the compliance notices. Seven of the requirements raised at the full inspection have also been met. The provider is making progress in meeting the additional requirements. No additional requirements or recommendations were raised from this monitoring visit.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
23/08/2022	Full	Inadequate
18/01/2022	Full	Good
29/07/2019	Full	Good
21/05/2018	Full	Good

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

Statutory requirements

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

Requirement	Due date
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child; help each child to understand how to keep safe; have the skills to identify and act upon signs that a child is at risk of harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare; and are familiar with, and act in accordance with, the home's child protection policies; are familiar with, and act in accordance with, the home's child protection policies; that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm; that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each	14 December 2022

child from avoidable hazards to the child's health. (Regulation 12 (1) (2)(a)(i)(ii)(iii)(v)(vi)(vii)(b)(d))	
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that— helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff work as a team where appropriate; ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; ensure that the home's workforce provides continuity of care to each child; understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met; and feedback on the experiences of children, including complaints received; and use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(b)(c)(d)(e)(f)(g)(h))	14 December 2022

The registered person must ensure that an independent person visits the children's home at least once each month. The independent person must produce a report about a visit ("the independent person's report") which sets out, in particular, the independent person's opinion as to whether— children are effectively safeguarded; and the conduct of the home promotes children's well-being. The independent person's report may recommend actions that the registered person may take in relation to the home and timescales within which the registered person must consider whether or not to take those actions. The independent person must provide a copy of the independent person's report to— HMCI; upon request, the local authority for the area in which the home is located; the placing authorities of children; the registered provider and, if applicable, the registered manager; and the responsible individual (if one is nominated). (Regulation 44 (1) (4)(a)(b) (5) (7)(a)(b)(c)(d)(e))	14 December 2022
An individual may only carry on a children's home if the individual satisfies the requirements in paragraph (5). The requirements are that— the individual is of integrity and good character; full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2; the individual is mentally and physically fit to carry on the home; and A responsible individual must—	14 December 2022

satisfy the requirements in paragraph (5)(a) to (c); and have the capacity, experience and skills to supervise the management of the home, or the homes, in respect of which the responsible individual is nominated. (Regulation 26 (5)(a)(b)(c) (7)(a)(b))	
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Recommendation

- The registered person should ensure that the home's records on each child represent a significant contribution to their life history and reflect their day-to-day experiences. ('Guide to the Children's Homes Regulations, including the quality standards', page 62, paragraph 14.5)

Information about this inspection

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

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

Children's home details

Unique reference number: SC010415

Provision sub-type: Children's home

Registered provider: Norwood Ravenswood

Registered provider address: Broadway House, 80-82 The Broadway, Stanmore
HA7 4HB

Responsible individual: Patrick Murphy

Registered manager: Post vacant

Inspector

Leanne Grant, Social Care Inspector

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