

Children's homes - interim inspection

Inspection date	22/12/2015
Unique reference number	SC010415
Type of inspection	Interim
Provision subtype	Children's home
Registered person	Norwood Ravenswood
Registered person address	Broadway House, 80-82 The Broadway, STANMORE, Middlesex, HA7 4HB

Responsible individual	David Harris
Registered manager	Annette Shimoni
Inspector	Seka Graovac

Inspection date	22/12/2015
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection This home was judged Good at the last full inspection. At this interim inspection Ofsted judge that it has Declined in effectiveness. The leadership and management standard is not met. The effectiveness of the leaders and managers' monitoring of some aspects of the professional practice is not good. This relates in particular to the monitoring of incidents and of cleaners' recruitment information. Both of these matters make contributions to the quality of care and safeguarding. The manager does not effectively monitor the quality of the incident-records. She does not properly scrutinise and analyse the information to improve the staff recording practice and the quality of care. Some records of incidents lack clarity and detail. An example of this is an incident-report that contains inconsistent information regarding the nature of the child's minor injury and how it was sustained. It is not always clear if the staff reflected on their practice and reviewed the child's care and risk management plans following an incident. There have been no major incidents. However, the leaders and managers do not demonstrate that they have used the minor incidents that did occur, as an opportunity for learning and refinement of the practice. Another weakness relates to the monitoring of the vetting procedures for cleaners. The registered provider has a contract with a company to provide cleaners and maintenance staff. The manager believed that the cleaner who was on duty on the day of the inspection was this company's employee. Without seeking any evidence, she trusted that this company have carried out their own vetting checks. It transpired during the inspection that they used an agency and relied on them to have in their own words, 'completed their internal processes and confirmed their previous employment status and dates'. When the manager found out that she had an agency cleaner, she was unhappy about that. She said that had she known it, she would have made different arrangements for cleaning on that day. The high staffing levels meant that the cleaner did not have unsupervised access to children. However, it is of concern that the manager relied on assumptions rather than on firm evidence, when making decisions that have impact on the	

safeguarding in the home, such as vetting of the staff. Another cleaner worked for four weeks without the manager having made any enquiries about their checks. Apart from Disclosure and Barring Service reference, no other recruitment information was available about these cleaners.

The manager follows comprehensive and thorough recruitment procedures for the care staff. If any of their checks are outstanding, she effectively uses the risk management processes to address any potential risks. However, this robustness does not extend to cleaners who work at the home.

Staff receive regular training on a wide range of relevant topics. However, they have not had any training on radicalisation and extremism. There is no workforce plan, although some related information is available in different documents.

Following a requirement on health and safety, this is very much improved. Staff carry out comprehensive weekly checks. All required periodical checks are in date. A fire-safety contractor has recently changed all fire-extinguishers. Staff have had training on how to use them. The arrangements for health and safety and fire-safety in the home are good.

The manager has taken the Ofsted recommendation to make the environment more welcoming for children fully into account. In consultation with children, staff have purchased new bedlinen. The linen cupboard is now better organised. The play-room has new multi-coloured soft, 'bouncy flooring'. It makes the room appear jolly and inviting for children. The environment stimulates children's engagement and positive experiences. More bedrooms have had magnetic and remotely controlled blinds fitted on the outside of the windows. This type of blind is safer for children who use the service. The issues with the washing machine and drying of clothes on the radiators persist and are subject to further development considerations.

Children have enjoyable short-breaks and excellent opportunities to expand their experiences. A mother whose son used the service for many years wrote to the manager: 'Thank you for raising my little boy into my young man. You have helped us as a family to be happy. Expanding his horizons, you are always positive and always try to take him out. He has enjoyed sleeping over and having fun without us. He was completely comfortable where he was.'

The behaviour management in the home is good. Children have continued to make good progress in developing their self-regulation, better communication and more constructive behaviours, and closer relationships with staff members and other children.

The manager works effectively with the placing authorities. She advocates well for children to promote their welfare and good care planning practice.

Although children continue to experience good outcomes, the weaknesses in the

monitoring of records relating to incidents and cleaners' recruitment compromise the safeguarding of children and the overall effectiveness of the service.

Information about this children's home

The home provides short breaks for up to nine children who have a learning disability, physical disability or sensory impairment. The service extends to over 45 children and young people with profound and complex needs. This charitable organisation with Jewish ethos provides many other support and care services for children and adults.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
20/08/2015	Full	Good
19/02/2015	Interim	Sustained effectiveness
19/09/2014	Full	Good
16/12/2013	Interim	Satisfactory progress

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

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets 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 with the given timescales.

Requirement	Due date
13 The leadership and management standard In order to meet the leadership and management standard, with a particular reference to strengthening an evidence-based thinking culture, the manager must demonstrate that the decisions are made on robust and clear evidence, so that the registered person enables, inspires and leads a culture in relation to the children's home that— (b) promotes children's welfare.	01/03/2016
13: The leadership and management standard 13 In order to meet the leadership and management standard, with a particular reference to improving the monitoring of incidents, the registered person must (h) use monitoring and review systems to make continuous improvements in the quality of care provided in the home.	01/03/2016
The registered person must recruit staff using recruitment procedures that are designed to ensure children's safety. The registered person may only employ an individual to work at the children's home or if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home, if the individual satisfies the following requirements: the individual is of integrity and good character; the individual has the appropriate experience, qualification and skills for the work that the individual is to perform; the individual is mentally and physically fit for the purposes of the work that the individual is to perform; and full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32.1.2(b)(3))	01/03/2016

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- Develop a workforce plan for the staff team. (The Guide to the Quality Standards, page 53, paragraph 10.8)
- Arrange for staff to receive training on radicalisation and extremism. (The Guide to the Quality Standards, page 53, paragraph 10.11)

What the inspection judgements mean

At the interim inspection we make a judgement on whether the home has improved in effectiveness, sustained effectiveness, or declined in effectiveness since the previous full inspection. This is in line with the *Inspection of children's homes: framework for inspection*.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people who it is trying to help, protect and look after.

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*.

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