

SC010415

Registered provider: Norwood Ravenswood

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

Norwood Ravenswood is 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.

Inspection dates: 23 and 24 August 2022

Overall experiences and progress of children and young people, taking into account **inadequate**

How well children and young people are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded and the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 18 January 2022

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
18/01/2022	Full	Good
29/07/2019	Full	Good
21/05/2018	Full	Good
22/06/2017	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: inadequate

This short break service accommodates both children and young people over the age of eighteen for short breaks. At the time of this inspection, the home was providing permanent care to some children and young people, as well as short breaks.

Children and young people's progress is hindered by ineffective management. Leaders and managers do not effectively challenge placing authorities to ensure that children's and young people's plans progress and they move on to more suitable accommodation. Additionally, leaders and managers do not ensure that recommendations from children and young people's specialist assessments are followed through. For example, one young person continues to be fed with a beaker despite a specialist recommending that they are to be fed with a spoon.

Children's day-to-day experiences and opportunities to have fun have been hindered by staffing difficulties. On occasions, children have been unable to go out on activities that they enjoy because there are no staff available who can drive the home's minibus. Additionally, there is no record of when children do undertake an activity to capture the positive experiences that they have enjoyed during their time at the home.

Children's wishes and feelings are not regularly obtained. This limits children's input into the care that they receive and decision-making. Despite this, staff know the children and young people very well and understand their needs. Staff demonstrate care, compassion and warmth towards children and young people.

Feedback from parents is positive. Children and young people who live in the home are supported to spend quality time with their families. This helps them to maintain important relationships.

How well children and young people are helped and protected: inadequate

Safeguarding practice is weak. Leaders and managers lack understanding of safeguarding practices and procedures. A serious allegation made against a member of staff was not reported correctly to the placing authorities or parents. As a result, the concerns were not investigated swiftly or correctly.

Staff's knowledge and understanding of safeguarding practice is not sufficient. They do not fully understand their roles and responsibilities in protecting children or know what action they need to take if there are signs that a child is at risk of harm. For example, staff were not aware of who they must contact if they had a concern about another member of staff if the manager was absent.

The home's safeguarding policy is confusing and lacks clarity. The policy does not differentiate between the different procedures for protecting children, vulnerable adults and/or managing allegations against professionals. Shortfalls in the policies for protecting children are undermining safeguarding practice and compromising the children's welfare and safety.

Risk assessment and planning for children's individual needs is weak. Leaders and managers do not complete adequate risk assessments or compatibility assessments to determine if it is safe for children and young people to live together. Additionally, risk assessments are not completed in order to consider the suitability of children and young adults undertaking activities together. As a result, children's day-to-day experiences have been negatively impacted on by poor matching and placement decision-making.

Supervision and support for children is inconsistent. Inspectors observed that staff do not always provide children with the level of supervision, support, or intervention required. For example, during the inspection, one young person was often left unsupervised around the home despite their care plan stating that they needed staff supervision at all times. Staff do not always intervene when children place themselves in danger. For example, a child who is known to swallow objects was left to chew on a metal door chain on several occasions without any staff intervention.

The home's day-to-day care is not arranged or delivered to ensure that children's needs can be met safely. Leaders and managers do not adequately assess the staffing arrangements in order to ensure that there is always a sufficient number of staff on shift to meet the needs of the children and young people in their care. For example, leaders and managers do not ensure that there are sufficient staff available to undertake complex tasks, such as medication administration. Consequently, the staff's ability to safely meet the needs of all of the children and young people in their care is being compromised.

The premises presents a number of hazards for children. This includes the safety of the sensory room door, as well as children being left in this room unsupervised. The current fire risk assessment made a number of recommendations that are not being addressed. For example, the cardboard boxes on top of the cooker in the staff area continue to present as a fire risk.

The effectiveness of leaders and managers: inadequate

The leadership and management of the home are unsettled. Succession planning is poor, there is currently no registered manager and the interim manager is due to leave without a replacement. The inconsistencies in leadership and management are negatively impacting on the care provided to children and the stability of the staff team.

The responsible individual does not play an active role in overseeing the management of the home. This is due to the responsible individual not having the capacity, experience or skills to fulfil the role.

Leaders and managers do not have adequate monitoring and review systems in place. Independent monitoring reports lack detail and analysis. As a result, leaders and managers are not identifying and resolving poor quality of care or unsafe practice in the home. Additionally, Ofsted has not received these reports as frequently as required.

The quality of care review report lacks stakeholder feedback and an action plan. Additionally, these reports are not being provided to Ofsted as required.

Staff and managers do not receive regular or effective supervision. The interim manager has received formal supervision twice in a five-month period. Leaders and managers are unable to provide records of all staff's supervision. Furthermore, staff do not have their performance appraised as required. This limits management oversight of staff practice and undermines the staff's learning and development.

Staff training is not sufficient to meet the complex needs of the children the home cares for, as outlined in the home's statement of purpose. For example, training on autism spectrum disorder and communication needs. Important training for a number of staff has expired, such as epilepsy awareness training.

The workforce development plan has not been updated since 2019. This limits a full evaluation of the training and development needs of staff.

Children's records lack important information about their legal status and care plans. Day-to-day recordings do not give sufficient detail in order to demonstrate children's progress and lived experiences. Furthermore, children's files are stored in an unlocked cupboard in the main living area, which makes them easily accessible to anybody in the home.

The leaders and managers have not ensured that they have played an active role in care planning for the children living at the home, or those who have stayed for more than 75 days in a twelve-month period. Shortfalls in care planning undermine children's progress and experiences.

The home's local area risk assessment is significantly out of date. Additionally, it does not include information from local agencies such as the police. This limits an ongoing review of the safety and suitability of the location of the home.

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	17 October 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))	17 October 2022

* The registered person must prepare and implement a policy which— is intended to safeguard children accommodated in the children’s home from abuse or neglect; and sets out the procedure to be followed in the event of an allegation of abuse or neglect. The procedure to be followed in the event of an allegation of abuse or neglect must, in particular— provide for liaison and co-operation with any local authority which are, or may be, making a child protection enquiry in relation to a child accommodated in the home; provide for the prompt referral of an allegation about current or ongoing abuse or neglect in relation to a child to the placing authority and, if different, the local authority in whose area the home is located; provide for the prompt referral of an allegation about past abuse or neglect in relation to a child to the placing authority and, if different, the local authority in whose area the alleged abuse or neglect occurred; provide for records to be kept of an allegation of abuse or neglect, and the action taken in response; describe the measures which may be necessary to protect children following an allegation of abuse or neglect; and describe how and to whom staff are to report, without delay, any concern about abuse or neglect of a child. (Regulation 34 (1)(a)(b) (2)(a)(b)(c)(d)(e)(f))	17 October 2022
In meeting the quality standards, the registered person must, and must ensure that staff— seek to involve each child’s placing authority effectively in the child’s care, in accordance with the child’s relevant plans; seek to secure the input and services required to meet each child’s needs; if the registered person considers, or staff consider, a placing authority’s or a relevant person’s performance or response to be inadequate in relation to their role, challenge the placing	17 October 2022

authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans. (Regulation 5 (a)(b)(c))	
The care planning standard is that children— receive effectively planned care in or through the children's home. In particular, the standard in paragraph (1) requires the registered person to ensure— that arrangements are in place to— manage and review the placement of each child in the home; and plan for, and help, each child to prepare to leave the home or to move into adult care in a way that is consistent with arrangements agreed with the child's placing authority; and that each child's relevant plans are followed. (Regulation 14 (1)(a) (2)(b)(ii)(iii)(c))	17 October 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;	17 October 2022

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))	
The registered person must complete a review of the quality of care provided for children (“a quality of care review”) at least once every 6 months. In order to complete a quality of care review the registered person must establish and maintain a system for monitoring, reviewing and evaluating— the quality of care provided for children; the feedback and opinions of children about the children’s home, its facilities and the quality of care they receive in it; and any actions that the registered person considers necessary in order to improve or maintain the quality of care provided for children. After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review (“the quality of care review report”). The registered person must— supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed; and make a copy of the quality of care review report available on request to a placing authority, if the placing authority is not the parent of a child accommodated in the home. The system referred to in paragraph (2) must provide for ascertaining and considering the opinions of children, their parents, placing authorities and staff. (Regulation 45 (1) (2)(a)(b)(c) (3) (4)(a)(b) (5))	17 October 2022

The registered person must maintain records ("case records") for each child which— include the information and documents listed in Schedule 3 in relation to each child; are kept up to date; and are signed and dated by the author of each entry. Case records must be kept— securely in the children's home during the period when the child to whom the case records relate is accommodated there; and in a secure place after the child has ceased to be accommodated in the home. (Regulation 36 (1)(a)(b)(c) (2)(c)(d))	17 October 2022
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— 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))	17 October 2022
In the circumstances set out in paragraph (2), these Regulations apply in relation to a child with the modifications set out in paragraphs 1 and 2 of Schedule 5. The circumstances are that— the short breaks to date do not exceed 75 days in total in any twelve-month period. (Regulation 52 (1) (2)(iii))	17 October 2022

The registered person must ensure that all employees— undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year. (Regulation 33 (4)(a)(c)(c))	17 October 2022
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* These requirements are subject to a compliance notice.

Recommendations

- 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

Inspectors have looked closely at the experiences and progress of children and young people, using the social care common inspection framework. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, 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'.

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, Middlesex HA7 4HB

Responsible individual: Patrick Murphy

Registered manager: post vacant

Inspectors

Leanne Grant, Social Care Inspector

Naintara Khosla, Social Care Inspector

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