



Standard 3 Visit

Name of Service	Linden Lodge School
Date of previous visit	03.06.2026
Date of this visit	09.09.2026
Standard 3 Visitor	Mark Goode
Time of visit	1.30pm – 4.15pm
Visit Supported by	Sarah Norris: Co-Headteacher responsible for Residential Vicky Watson: Deputy Residential Childcare Manager Danny Sinclair: Head of Residential

About the Independent Visitor
Visiting the residential provision today is Mark Goode. Mark has worked in the Education sector for the past 25 years, leading in multiple schools and alternative providers with experience as both Headteacher and Executive Headteacher. Mark spent time as one of Her Majesty's Inspectors with OFSTED. Mark is experienced in leading bespoke education covering ages 4 to 19 across the full academic range for pupils with wide-ranging complex additional, special and health needs. Mark's strong track-record of inspection processes has helped organisations with low ratings, as well as both 'Good' and 'Outstanding' ratings. Mark undertakes visits on behalf of Platinum Care Consultancy in a number of residential School settings. These include settings designated for care and education of children with emotional and behavioural difficulties, learning difficulties, sensory impairment, physical disabilities and health conditions.

Standard 3 Visits

INTRODUCTION: Standard 3 - Monitoring by Independent Visitors (SCCIF (04/09/25), NMS (05/09/2022)).

3.1 The Governing Body, trustees, or proprietor of the school appoint a representative who is independent of the leadership and management of the school to visit the residential provision six times, spread evenly, over the course of a school year and complete a written report on the conduct of the school. The representative is vetted in line with the school's safe recruitment policy, in accordance with the safer recruitment requirements set out in Keeping children safe in education, and has the skills and authority to effectively carry out this role

3.2 Monitoring visits are carried out unannounced. They include:

- conversations with children, the senior management team and staff;
- conversations with social workers where relevant;
- conversations with parents/carers where relevant;
- checks on the school's records of attendance, complaints, sanctions, bullying, restraint (including restrictive interventions), risk assessments, and where they exist, individual care plans for children including in relation to residential provision;
- evaluation of the quality of the provision and effectiveness of the care provided to children and whether they are safeguarded;
- Assessment of the suitability and physical condition of the building, furniture and equipment of the residential provision and the external environment.

3.3 Written reports of all monitoring visits are provided to the Headteacher (or school equivalent) and where applicable the Governing Body, trust, or proprietor.

- Reports are also provided to each member of that body (or the appropriate committee of that body) within two weeks and as written by the visitor without amendment or summary. The Governing Body, trustees, or proprietor of the school should record a formal response to each written report.
- Monitoring reports and formal responses should be retained by the school and made available during an inspection and, on request, shared with any placing authorities and with the local authority where the school is located.

3.4 The Headteacher (or school equivalent), Governing Body, trustees, or proprietor carry out, and record in writing, once each year: a review of the operation and resourcing of the school's welfare provision for residential pupils, in relation to:

- its Statement of Purpose;
- its staffing policy;
- the placement plans for individual children; and
- an internal assessment of its compliance with these standards and
- actions it will undertake to ensure compliance.

There is also an intention to review other thematic areas in discussion with the school:

- The evaluation of the effectiveness of the care provided to children and whether they are safeguarded.
- An assessment of the physical condition of the building, furniture, and equipment of the School.

During visits opportunities are also taken to:

- Provide opportunities for any child or member of staff who wishes to meet me (in private if they wish).
- Carry out observations of the care provided, or systems being used.

Linden Lodge is a day and residential Special Needs School for pupils with Vision and Sensory Impairment. It occupies a 3-acre campus close to the centre of London and has a range of specialist departments. The school roll has not changed significantly since my last visit.

I arrived for this visit on a Wednesday afternoon, in the second week of the first half term of the school year. I was greeted by the Co-Head of School for Residential, and the Deputy Residential Childcare Manager. I later also met with the Head of Residential after he had completed training that he was attending. I initially undertook a consultation and catch up on last term's visit and received updates on a wide range of areas of the operation of the residential service, as well as touring the buildings alongside the supporting leaders.

Following this I undertook all mandatory updates required of a Standard 3 visit alongside the Head of Residential. Finally, I contacted the parents of two boarders whose provision has been adjusted recently in the days that followed the visit to gather their views. All of these details are showcased in the relevant consultations' sections and mandatory check areas below.

Areas requiring action from previous visit

Action Point from Previous Visit	Provider's Response and Verification by Independent Visitor
<u>Ongoing work to maintain standards</u> On this occasion, I chose not to leave any recommendations after my visit. The ongoing planned work that was shared related to developments will continue and I will follow the work up in my next visit as a part of the main checks and consultations.	The boarding period for this term is only 2 days old, but the details shared, and the warmth emanating from the boarders and staff illustrated that Richley House and Linden Lodge have made a fast start to the school year and standards are being maintained as I have come to expect. There are high numbers boarding, clear transition processes are in place and the leaders are very much looking forward to the ceremonial grand opening of the new Cinema.

How well Children and Young People are Safeguarded.

The Head of Residential explained that there have been no issues of concern noted since the last visit I undertook in term 6 of last year that have required consultation with external safeguarding bodies. The care and attention to detail that was shared with me during the visit clearly illustrated strong practices in all areas of safeguarding. I have no concerns following this visit related to safeguarding at Linden Lodge.

Mandatory Areas

Topic	Comments
Records of attendance/ exclusion/ missing episodes 20.9	During this visit the Residential Lead explained that there have again been no missing episodes and no exclusions since the last Standard 3 visit in term 6 of last year. Attendance figures for boarders since my last visit in have averaged 91/6% for boarders, with a corresponding figure for day pupils of 81.9%. These attendance figures remain more positive for boarders, indicating a positive impact.
Complaints 19.1, 19.2, 19.3	The Head of Residential explained that there have been no formal complaints since the date of my last visit in term 6 of last year. The level of support and obvious affection that I observed between staff and boarders as they arrived for boarding in the course of this visit once again demonstrated how well staff check, reference and follow all care plans, and make sure all needs are met. Complaints remain extremely unlikely in my view.
Health and Safety Checks: Specifically, Fire Safety in this visit	This visit saw the Co-Head overseeing Residential explain a new initiative that is being used related to food safety. There are new temperature check processes in place for food and fridges, as well as catering cleaning registers, that are being

	overseen by the Head of Catering. These are designed to ensure that minimum food temperatures are maintained when food is moved and served. Residential staff have been trained to undertake such checks. It is my intention to review how this strong inter-departmental work is operating during my next visit.
Sanctions 20.6	I was once again informed that there have been no sanctions applied since my last visit in term 6 of last year. The time that I spent in the boarding space alongside staff and boarders saw extremely warm relationships in evidence and strong care at all times. It remains the case that sanctions are not generally needed in my opinion.
Restraint (including restrictive interventions) 20.3, 20.4, 20.5, 20.6, 20.7	There have been no incidents since my last visit in term 6 of last year that have required restraint or restrictive intervention. I remain of the opinion that there is very little likelihood of such events taking place based upon the interactions I observed in this visit and the detail that is gathered to support the way care is organised.
Risk Assessments Appendix B (11,16)	This visit contained a further discussion with the Head of Residential and the Deputy and it was clear that work is in process to see updates to existing care plans converge with the work of the health team related to the content of all care plans and risk assessments. Prospective and new residents' plans are being constructed in conference with parents, teachers and other professionals. In some cases, the processes of integration into boarding is seeing discussion over timescales and being reviewed to make sure all transitions are planned and managed as effectively as possible. I remain of the opinion that the systems at Linden Lodge produce very detailed and suitable plans, and that the care that follows is very strong as a result of all of this work. I agreed to review updates and new plans in my next visit.
Placement Plans 7.2	
Suitability of the building, furnishings & external environment.	
During this Standard 3 visit I once again moved through the entire Residential Provision at Richley House and am happy to confirm the high standard of maintenance of all areas remains the same as I have come to expect. There are no concerns at all related to the fabric of the building and I consider the continual redevelopment of all areas to be a central pillar in the quality that I see from visit to visit. During this visit the leaders pointed out a number of recently developed features as follows: - The new Cinema room is very close to being ready, and I was given an advance viewing of many of the key features. It has been constructed by a charity that specialises in re-purposing hi-tech equipment at industry standard and the controls and set up have been made bespoke for the purposes of supporting the needs of the residents that use residential. It is a feature of very high quality that is set to be used to support boarders in many ways. The bathroom space that will be accessible in the cinema space is set to be revamped soon as well. The opening is set to take place on 13th October and I have been invited to attend. - I viewed the new vivarium that is ready to receive the new Bearded Dragon Pet that will arrive soon. - There has been a range of new furniture organised for the service. This includes new sofas in the ground floor lounge, and both tub seats, and sofas in residents' rooms. - A downstairs bathroom has seen a new enclosure added to improve functionality. - The medical room has new furniture that has improved the ergonomics of the room. - The seasonal display is set up and relates to Black History Month – and will see a substantial event take place with a link to school in October. - Finally, the leaders of the residential service, and their admin support, have now moved into a new office on the ground floor of the building. This gives them more space and is a very useful area for meetings and other forms of important work.	
Consultations Supporting this Visit.	
Under Standard 3 this is stated as meaning that conversations with children, senior management team, staff and parents/carers and social workers, where relevant.	
<u>Consultation with the Co-Headteacher, Deputy Residential Childcare Manager, and then the Head of Residential</u>	
This visit saw the following areas discussed with the leaders of the Residential Service:	

(1) Boarding Cohort and Staffing:

I was informed that there are several new boarders beginning their time with the service, and that a number of existing boarders have seen their time increased. Transitions are underway and great care is being taken to introduce new boarders gradually, and once their needs are fully understood. Numbers have risen to 19 (from 16 last term) against a maximum capacity of 24. This is felt to be bucking the trend nationally related to residential school operations and reflects a service that is well thought of and impactful in my view. There are set to be annual reviews held related to several boarders' time in the service in the coming weeks and months.

Staffing is stable and the leaders feel that there is suitable capacity to make sure this increased demand can be met. I have no concerns related to this.

(2) Recent Leavers and Leavers this year

The Leaders explained that recent leavers are being checked upon by the key staff member that undertakes destinations follow up and that this is being fed back to the Residential Staff imminently. This year sees 5 boarders entering their last year at Linden Lodge and work is set to take place to support transitions for all. One has seen their stay extended a year after no place had been found and this resident will be leaving before they turn 20 years of age.

(3) Summer Scheme

I was informed that this took place over a two-week period in the summer holidays and was a great success. Lessons had clearly been learned from previous years and the event saw a record number of participants. Activities took place on the premises with a very wide range that were all based around an overall theme of authors, and British Values. Weekly and daily themes were also used and activities followed the themes. An example given was that of the book 'The Very Hungry Caterpillar' that saw live bugs and life cycles as a themed activity. This was a creative highlight of the year as an event. It was attended by the Wandsworth Commissioner and was felt to be a great success all round. Another key feature was the presence of former students through the Amber Trust supporting music experiences for those with various impairments.

(4) Independent Listener

I was informed that a new 'Independent Listener' has begun working in the service. The day identified is Tuesday and this will take place each week. The first such visit was the day before my visit, and the new listener has now met staff, boarders, and had a space identified using the 'Richley Room'. I intend to make a future visit a Tuesday and try to meet the listener myself for a consultation.

(5) Documentation Checking Processes

I was informed that this is taking place and all electronic signatures are being gathered together.

(6) Professionals Day

This is now scheduled to take place in the second term of the year. There has been liaison take place with the Deputy Headteacher of the school and the collaboration is seeking to see Education and Social Care Professionals invited to the school together as a means to support networking and the shared offer that Linden Lodge operates. This is a very pro-active approach and I feel this approach (and other similar ventures) are a key reason that Linden Lodge has a healthy and growing role.

(7) Connection to St Piers' School, Lingfield, and Oak Lodge School, Balham.

These two connections have been maintained across the Summer Holiday:

- The Head of Care at Oak Lodge visited Richley House recently. The Head of Residential explained that it was a productive meeting and that both parties gained from it in terms of reflecting on their own practices and finding refinements that can be considered. In the case of Linden Lodge this seems set to see supervision processes tweaked and I agreed to cover more on this in due course.
- The connection between St Piers and the Deputy Residential Childcare Manager was again reflected upon as being useful as a form of external supervision and support that has been helpful. Connection for the next phase is set to take place soon. I agreed to follow this up in my next visit.

(8) Residential Pet

The arrangements have moved forward (as noted in the premises section). The Bearded Dragon is due to arrive soon.

(9) Apprenticeship/Training Provider

I was informed that the supporting organisation that oversees training courses for the Residential Staff is changing, and that handover arrangements are set up and about to take place. This is designed to ensure minimal disruption for staff training.

(10) Whole School Food Project

This process has rolled forward and Linden Lodge has now been verified as a 'Beacon School'. The next visit will see more details shared over how the process is working. This is set to see collaboration between the Catering Manager, Food Technology Department and Residential. There is a connection to how Food Waste is managed and the growth of produce on site as well. I look forward to hearing more in my next visit and congratulate the school on achieving this status.

(11) 'Mid-Month Mates' Meals'

The attendance in Richley House of boarders' friends has continued and there have been two such events take place. One in particular was commented upon as being positive as it has adjoined to a newly assigned boarder as well. This acts as a solid bridge for understanding the purpose of boarding for new residents.

(12) Other Events of note

- Retirement of Scout Leader: An event took place in the final term of last year to mark over 50 years of support from the retiring Scout Leader. This was a very heartfelt event at which the boarders showed their appreciation and one chatted to me in this visit about how he will miss the leader, and made a speech at the event that was very well received. There was representation from the Scouting Organisation and a successor is being sourced imminently.
- Alumni Event: This took place in June and saw a large number of former pupils and residents attending. It was an emotional day that has seen a former pupil reconnect and they are set to volunteer once a week to lead Music sessions with boarders moving forwards. Several current pupils were on duty assisting the staff to organise the event and it was clear that connecting the current cohort to past attendees shows a strong sense of community exists.

Time spent with Boarders and Staff

During the visit I spent time with staff and boarders as they arrived for the evening. The usual format of boarders bringing their care plans in alongside school staff and handover conversations taking place was in evidence and I was particularly impressed with the way this was proactively sought by leaders in the Residential Staff. There was a healthy back and forth between staff and the boarders as they arrived and the wishes of each were sought and respected in terms of settled routines (access to rooms, use of phones, when and what to have as snacks etc).

I spoke with several of the boarders in the upper floor as they arrived and they were polite and engaging. They reflected upon the school day, the summer holidays and the coming year with me before they went about their usual routines alongside staff and each other.

Parental Consultation undertaken in the days after this visit:

In the days that followed this visit I reached out to a parent of a boarder that has recently seen a change in the boarding arrangements to see greater time agreed as their provision with the respective local authorities:

The parent explained that this positive news is very recent and that she, as a parent, is navigating the management of the increase between the school and the local authority. She explained that she is very happy with the service and it is clear that the additional time that has been agreed is very welcome. It is the last year that the boarder will be attending Linden Lodge and as such every day is viewed as very important. The parent went on to explain that communication between the Local Authority and the school has, in the past, seen some delays and as such she is anxious to do all that she can to support the increase alongside a recent health diagnosis for the boarder. She explained that the day prior to my call with her had seen dialogue with the residential leaders and it is clear that dialogue is in place.

The second parent that I spoke to expressed the view that the support towards the extension of time has come about as his daughter has been getting on very well with her peers, and the family feel that the continuity and consistency of the care in the school (day and residential service), is strong and consistently applied. This was contrasted to what was described as less consistency in the community support where the team of staff is larger and there is therefore considered to be less familiarity with her needs.

I asked both parents about onward provision after this year (as it is the last year at Linden Lodge for both residents), and they both explained the current situation and that annual reviews are imminent. We discussed onward provisions and it is clear that the staff at Linden Lodge are well placed to support the families, and work has begun. I am encouraged by this and gave some feedback over my experiences of dealing with the potential next placements as I have visited most that were mentioned. It was clear that support from Linden Lodge is available and being accessed.

Thematic Areas		
Standard/SCCIF Reference	Evidence / Observation	
	None undertaken at this visit.	
Summary of Visit and Quality of Provision		
This visit took place at a very early stage in the academic year, but I was struck by the vast amount of information that was shared over recent and coming events. Standards remain very high at Linden Lodge and I am very happy to be working with the school again this year. I look forward to returning very soon.		
Name: Mark Goode	Date: 10.09.26	
RECOMMENDATIONS AND/OR RESPONSE FOR THIS VISIT		
Actions	Comments from Provider	Expected Completion Date
There remain no concerns at all related to systems at Linden Lodge but arranging the two details below to be available in my next visit would be helpful: <u>Care Plans for New Residents</u> For these to be completed and available for a review in my next visit.		Term 2 2026-27 Term 2

<u>Catering Manager:</u> To have further details of this project available – perhaps I could speak to the Catering Manager if they can be available for a brief consultation related to the Whole School Food Project? <u>SCCIF (Outstanding Criteria): The effectiveness of leaders and managers</u> Leaders and managers are inspirational, confident and ambitious for children and influential in changing the lives of those in their care.	We will continue to innovate and generate creative ideas for the best outcome for our young people and families	Term 2
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Head of Residential's Comments
Thank you, Mark, for your visit and for capturing the continued improvements we are making for the young people and their families. It was great to have the opportunity to share how we support young people and their families through transitions, as well as the range of support and opportunities we offer to help our young people thrive.
Name: Danny Sinclair
Date: 16th September 2026

Head Teacher's Comments
It was such a pleasure to meet with Mark at the very start of the new academic year to be able to set the framework out about how Richley House will be meeting the needs of their young people for this new year. It was great to see the ambitious plans of the Senior Residential team highlighting the positive and enthusiastic approach they have to meeting the needs of all of the young people.
Name: Sarah Norris
Date: 18th September 2026

Formal Response from the Governing Body, Trustees, or Proprietor of the School
I would like highlight the successful Under Standard 3 Consultations Supporting this visit, even during the first week of Academic year term! This collaborative approach continues to drive our shared commitment to excellence in student care, their development and active parent engagement. The IV's evaluations remain a cornerstone of our quality assurance. It is entirely correct to note that Mark's expertise has been instrumental in raising and sustaining the school's performance to an 'Outstanding' level for consecutive years. The Board of Governors highly values their continued dedication and impactful oversight.
Name: Winnie Williams, Residential Parent Governor
Date: 24/09/2026