

2592750

Registered provider: Break

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This charity-run home provides care for up to two children who may have experienced neglect, abuse or trauma, along with family and placement breakdowns.

The manager registered with Ofsted in January 2023.

Inspection dates: 21 and 22 June 2023

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	requires improvement to be good
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: 5 December 2022

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/12/2022	Full	Requires improvement to be good
20/07/2021	Full	Good

Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good.

At the time of the inspection, two children were living at the home, one having moved in 16 days previously.

Incidents leading to risk and harm have increased significantly since the second child moved into the home. Staff have struggled to contain these incidents. The child who was already living at the home is drawn into incidents, and the progress he was making has been limited by these. The nature of the incidents also disrupts the structure of children's days. Children do not fully benefit from education and activities. For example, they are too tired to undertake an arranged trip after a disrupted night.

Staff try to encourage children in their education. While neither child is currently in full-time education, staff support the interim home-tutoring arrangements. The staff work well with education professionals on children's school reintegration plans. The staff are positive and encouraging about children's effort and progress.

Both children benefit from a caring approach by staff, who have a trauma-informed perspective. Staff make efforts to build trusting relationships with children, and to deal with incidents with understanding and without blame.

The plan for both children is for them to return to the care of their parents. The staff have a clear understanding of the importance of these plans to each child. Staff support children to have regular contact with their families, and to see friends who are part of their social networks.

The children benefit from leisure activities such as trips to the coast, playing video games and using the pool table. Staff engage with children, supporting activities that interest children. On the day of this inspection, one child was excited to be taking on the care of a pet hamster. This helps children learn about animal care and responsibility.

How well children and young people are helped and protected: requires improvement to be good

The current dynamic between the children has led to an increase in incidents which harm the children and limit the staff team's ability to help them.

The staff spend significant time dealing with incidents, including missing-from-home episodes and their follow-up. Although staff spend time talking with children about their feelings, this has not led to a reduction in incidents.

The staff provide key-work sessions. However, these are reactive and do not show evidence of planned work to help children progress or keep themselves safe.

Children are offered house meetings, which they decline. It is not clear that the children, who are able to express their wishes and feelings in conversations, influence decision-making. The first child living at the home had expressed clear concerns about the new child moving in. Managers were unaware of this, and it was not taken into consideration in their decision-making.

Staff respond consistently to safeguarding concerns by making appropriate notifications and liaising with partner agencies.

The effectiveness of leaders and managers: requires improvement to be good

The registered manager is leaving the service, having expressed concerns about senior management decision-making in respect of new children moving to the home. Management cover arrangements are in place and recruitment for a replacement manager is under way.

Monitoring by managers and record-keeping have improved, however, these both require further work. Leaders and managers are not always aware of children's views and their experiences. There are some gaps in records, including in essential information. Parents and some professionals reflected that there are still delays in being informed about incidents.

Managers have updated strategic and operational documents and plans. There are plans for the development of the home, and for addressing and managing risks. Some of these plans are incomplete and do not always join up. For example, the location risk assessment states how specific risks in a certain area will be mitigated by staff training and awareness. However, this is not being progressed by the training outlined in the workforce development plan.

Staff receive regular supervision sessions from their line managers and feel that managers are approachable and responsive. Supervision sessions are reflective and staff find these helpful. Some areas of staff development are supported well. All staff receive training in the therapeutic approach and are supported to apply this to practice. However, some important areas of training need are not progressed. When staff have a personal development plan to address shortfalls in their practice, it is not always clear what help they are offered to develop.

Staff meetings are very focused on children and how to meet their needs. Staff are supported by the therapeutic lead. However, little time is devoted to the development of the staff group as a team and it is not clear what the plans are for this. Staff meetings are not always regular or recorded.

Leaders have provided training for and developed a therapeutic approach to children's care, underpinned by regular support from an in-house therapeutic team.

They have developed a culture in which children are valued and treated with sensitivity.

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, The 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 children's views, wishes and feelings standard is that children receive care from staff who— engage with them; and take their views, wishes and feelings into account in relation to matters affecting the children's care and welfare and their lives. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— ascertain and consider each child's views, wishes and feelings, and balance these against what they judge to be in the child's best interests when making decisions about the child's care and welfare. (Regulation 7 (1)(b)(c) (2)(a)(i))	28 July 2023
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— help each child understand how to keep safe; manage relationships between children to prevent them from harming each other. (Regulation 12 (1) (2)(a)(ii)(iv))	28 July 2023
The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—	28 July 2023

helps children aspire to fulfil their potential; and promotes their welfare. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff have the experience, qualifications and skills to meet the needs of each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(c)(h)) In particular, ensure that staff have regular team meetings and training to meet their identified development needs.	
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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: 2592750

Provision sub-type: Children's home

Registered provider: Break

Registered provider address: Schofield House, 1 Spar Road, Norwich, Norfolk
NR6 6BX

Responsible individual: Rachel Leslie

Registered manager: Ashley Jarman

Inspector

Russel Breyer, Social Care Inspector

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