

SC034797

Registered provider: Norfolk County Council

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This local authority home provides medium- to long-term residential care for up to four children who have experienced trauma and may have experienced neglect and/or emotional abuse.

The manager registered with Ofsted in April 2020.

Inspection dates: 22 and 23 August 2023

Overall experiences and progress of children and young people, taking into account	good
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	good
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The children's home provides effective services that meet the requirements for good.

Date of last inspection: 12 July 2022

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
12/07/2022	Full	Good
30/11/2021	Full	Requires improvement to be good
07/09/2021	Full	Inadequate
08/01/2020	Interim	Declined in effectiveness

Inspection judgements

Overall experiences and progress of children and young people: good

Since the last inspection, three children have moved on to supported accommodation. Four children have moved in. These four children were living at the home at the time of the inspection.

Staff listen to children and take their views seriously. Children raise their wishes and feelings in meetings and in discussions with staff. Children's views are then considered in staff meetings. Feedback is then shared verbally and in writing with the children.

Children often arrive at the home having been out of education for long periods of time. When children are unable to engage in education, staff work hard to support them to find ways to do so. For one child, staff have creatively adapted education programmes to meet the child's needs and interests. These approaches contribute to some positive educational progress.

Children's health is good. The staff ensure children access the doctor, the dentist, mental health services and sexual health services. Staff provide advice and guidance to the children about caring for themselves and avoiding behaviours such as smoking, vaping and self-harm.

Staff encourage and support children to develop their individual identities, including through activities and learning about their heritage. For example, one child enjoys cooking traditional dishes that come from their cultural background.

Children have positive relationships with staff. These relationships help children to have conversations and explore difficult emotions with staff. However, there are occasions when staff are not able to calm children down and prevent conflict between them.

At the time of the inspection, there was significant damage to the home. Although managers had taken action to request repairs, the damage notably affected the homeliness of the environment. In addition, some children's rooms were very untidy.

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

Staff support children to learn to manage their difficult feelings and relationships with others. Staff speak to children about ways to reduce their anger and distress.

Children know what bullying is and the expectation that it should not happen in the home. Staff address incidents of bullying swiftly and have clear plans in place for children. This is helping children feel safe in the home.

Children have had good experiences and made some progress developing relationships with staff in the home. However, the relationships between the children in the home have involved some conflict, resulting in difficult behaviour and missing-from-home episodes. Staff have been developing a consistent approach, working alongside children to develop this. This approach is beginning to contribute to improvements in this area.

Staff respond to missing-from-home incidents appropriately. They understand and recognise the associated risks and focus on safeguarding the children. Leaders and managers ensure that incidents are reviewed. The learning from these reviews informs risk management.

The staff use risk assessments which are personalised for each individual child and identify measures to reduce risk. These are kept up to date. For example, an increase in one child's fire-starting behaviour has been addressed by work being carried out with the child by the fire service.

The effectiveness of leaders and managers: good

An experienced, qualified manager manages the home. At the time of the inspection, two managers from other services were also providing support to the home. The support from these managers has contributed to recent improvements to the home.

Leaders and managers understand the individual needs of the children. They ensure that children receive care that enables them to make some progress.

Leaders and managers have made recent improvements. They have introduced new approaches encouraging positive activities and improved working with partner agencies. These improvements are at an early stage but have yielded some positive progress.

Leaders and managers have good communication with partner agencies. Communication is open and transparent.

Managers have identified further opportunities for staff development to support further change. They actively monitor the care provided to the children.

Leaders and managers provide the staff team with regular supervision and training opportunities. Leaders and managers have identified additional learning and development opportunities for staff, for example, training relating to mental health and self-harm. However, several staff have not completed training relevant to the children and deemed mandatory by the provider. This significantly increases the potential for staff to lack important knowledge about meeting the needs of the children.

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 quality and purpose of care standard is that children receive care from staff who— understand the children's home's overall aims and the outcomes it seeks to achieve for children; use this understanding to deliver care that meets children's needs and supports them to fulfil their potential. In particular, the standard in paragraph (1) requires the registered person to— ensure that staff— provide to children living in the home the physical necessities they need in order to live there comfortably. (Regulation 6 (1)(a)(b) (2)(b)(vii)) In particular, ensure damage in the home is repaired and children's bedrooms are clean.	22 September 2023
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;	22 September 2023

de-escalate confrontations with or between children, or potentially violent behaviour by children; that each child is encouraged to build and maintain positive relationships with others. (Regulation 11 (1)(a)(b)(c) (2)(a)(iv)(xi)(b))	
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— ensure that staff have the experience, qualifications and skills to meet the needs of each child. (Regulation 13 (1)(a)(b) (2)(c)) In particular, ensure staff receive training in harmful sexual behaviours and autism.	20 October 2023

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: SC034797

Provision sub-type: Children's home

Registered provider: Norfolk County Council

Registered provider address: Norfolk County Council, County Hall, Martineau Lane, Norwich, Norfolk NR1 2DH

Responsible individual: Lee Napper

Registered manager: Roger Macdonald

Inspectors

Clare Hannah, Social Care Inspector

Lianne Bradford, Social Care Inspector

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