

Children's homes – Interim inspection

Inspection date	27/03/2017
Unique reference number	SC424897
Type of inspection	Interim
Provision subtype	Children's home
Registered provider	Clover Childcare Services Limited
Registered provider address	Old Rectory Bungalow, Old Rectory Road, Brumstead, Norwich NR12 9EU
Responsible individual	Daniel Knight
Registered manager	Joanne Turner
Inspector	Fiona Littlefield

Inspection date	27/03/2017
Previous inspection judgement	Outstanding
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 as outstanding at the full inspection. At this interim inspection, Ofsted judges that it has improved effectiveness. The children continue to make progress as a result of close relationships with the staff. These are backed up by integrated risk assessments and care plans that place the children's well-being at the centre of practice in the home. There have been no new admissions or departures since the last inspection. The staff and the managers have established a panel to consider all new referrals and reach a decision as to whether the child being referred is suitable, should a vacancy arise. This collaborative approach reflects the mutual respect between the staff and the managers. The children benefit from this cohesive approach, which places their well-being at the centre of practice. The children make progress because they are looked after by the staff who know their complex needs and developmental milestones extremely well. Relationships are warm and relaxed. The staff are extremely skilled in promoting boundaries and using humour and a calm manner to create a homely feel. The social worker for one child said, 'He told me that he loved it and wanted to stay.' Risk assessments are reviewed regularly, and management strategies are amended so that the staff respond to any new concerns immediately. For instance, some of the children repeat any challenging behaviour in response to new pressures, such as forthcoming exams or renewed contact with their family. In response, key worker sessions focus on specific areas or goals, especially on the children expressing themselves and expelling negative energy. In addition, external child consultants provide advice on specific routines or comments that can help the children to manage the situation. This work can take some time to have an effect, but the staff are persistent, and the children are safe. The social worker for one child said, 'His key worker is very skilled and intuitive. He is more aware and can talk about his emotions. He was so closed down. Now he has a language to express himself.' The children are supported to reflect on the impact of their behaviour on those around them. For instance, one child was heard to be unkind to another, including using racist language. This was addressed fully and creatively by his key worker using visual media, which encouraged him to consider his actions and how he would feel if the roles were reversed. In time, the children are able to consider whether they have upset other people and to make amends. One child decided not	

only to buy a magazine for the child he had upset; he also worked with staff to cook an 'apology' meal for the whole group.

The education staff and the care staff work closely together so that all the children attend full-time education and engage in learning. The children have individual timetables that allow them to spend periods in mainstream school alongside sessions in a more supported setting. Many of the children had not attended school for many months before coming to this home. They are now all making progress against their starting points in core subjects, such as English. All children are expected to gain qualifications and to take exams at a level which reflects their ability.

The children's improved confidence is reflected in their ability to sustain activities in the community, such as playing and training with the local football team. The coach of a local martial arts team spoke to the staff, praising one child for being a good team player. The registered manager commented, 'This was huge for him. He is much more secure now.'

The parents and external professionals speak very positively about the partnership with the staff and the managers. The staff update them consistently, support contact and treat them as part of the team. The children see this, and it helps them to feel valued.

The management team continues to provide dynamic and effective leadership. For instance, negative incidents, such as episodes of physical restraint, are scrutinised in detail for trends and explanations. This is then discussed with the staff team and robust strategies are developed. As a consequence of this meticulous approach, the frequency of these episodes declines quickly. Case files are detailed, and records of key working sessions provide excellent reports of the children's responses. However, records of independence work do not clearly detail the progress that individual children are making according to their age and ability. The managers are mindful that the staff need to sustain their professional development and provide opportunities for training in such areas as child development, psychodynamic training, life story work, internet safety and awareness of potential radicalisation. The children benefit from being looked after by staff who are highly trained and valued themselves.

Information about this children's home

This children's home is privately owned. It is registered to provide care and accommodation for up to five children, irrespective of gender, who have emotional and behavioural difficulties.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
05/12/2016	Full	Outstanding
23/03/2016	Interim	Improved effectiveness
13/01/2016	Full	Outstanding
19/03/2015	Interim	Improved effectiveness

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

Recommendations

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

- Staff must help each child to prepare for any moves from the home ('Guide to the children's homes regulations including the quality standards', page 17, paragraph 3.27). This is with particular reference to developing independence plans that reflect the child's age and goals and tracking their progress against their starting points.

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 that 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 whom 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'.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance, 'Raising concerns and making complaints about Ofsted', which is available from Ofsted's website: www.gov.uk/government/organisations/ofsted. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, workbased learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for children looked after and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at www.gov.uk/government/organisations/ofsted.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/government/organisations/ofsted

© Crown copyright 2017