

Include School Norfolk

27 Hurricane Way, Airport Industrial Estate, Norwich, Norfolk NR6 6HE

Inspection date

14 March 2023

Overall outcome

The school meets all of the independent school standards that were checked during this inspection

Main inspection findings

Part 1. Quality of education provided

Paragraph 3, 3(a)–3(d), 3(h)

- At the time of the standard inspection in November 2021, leaders had not ensured there was high-quality provision across the multiple sites. Pupils had a better experience of education at the King's Lynn site. Here, established teachers had greater expertise. At the other sites, teachers had low expectations and they had weaker subject knowledge. Pupils' books had significant gaps where they had missed work. In lessons, pupils were reliant on the teaching assistants making notes for them. Pupils lacked understanding of healthy lifestyles. A significant minority of pupils did not behave.
- The school now has two sites rather than three. Leaders made the decision to close the Great Yarmouth site.
- Staff at the Norwich site have received extensive training on lesson planning, curriculum design and assessment. In addition, they have looked closely at adapting the curriculum for pupils with special educational needs and/or disabilities (SEND). Several members of staff are now undertaking accredited courses for providing effective provision for SEND.
- Staff explain new tasks and new learning clearly and provide precise feedback. They give pupils opportunities to discuss their ideas and views. Teaching assistants are prompting pupils through questioning. Pupils understand how to improve their work. Leaders are using effective systems to check how well pupils are being supported to learn effectively.
- Pupils' behaviour has improved. Pupils want to learn. They understand how working hard at their qualifications will help to secure their next steps in education, employment or training. Pupils feel that teaching is improving.
- Pupils are producing higher quality work and enjoying their lessons. Pupils' books demonstrate that they are following a structured curriculum which is building pupils' knowledge, skills and understanding. Pupils are making a concerted effort to extend their responses and use a wider vocabulary. This is consistent across classes.
- Leaders have strengthened the coverage of healthy lifestyles in the curriculum. Pupils undertake physical education three times a week. Personal, social and health education lessons include all appropriate coverage. Pupils now receive free homemade meals,

snacks and fruit throughout the day. Pupils are adhering to the no smoking rule. Staff are of the view that the healthier approach for pupils is helping their concentration.

- Leaders have ensured that the requirements of this independent school standard (the standards) are now met.

Part 3. Welfare, health and safety of pupils

Paragraph 7, 7(a), 7(b)

- These standards were met at the standard inspection in November 2021.
- Arrangements for safeguarding pupils continue to be effective. Staff are vigilant and suitably trained. Leaders ensure that supply staff who work at the school have a clear understanding of their safeguarding responsibilities, as well as how to record any concerns using the school's system for reporting. Staff ensure pupils use the school's systems appropriately when they access online education.
- Safeguarding records are thorough. They show staff have liaised effectively with external agencies and parents where needed. All communication is kept in the safeguarding electronic system so safeguarding leaders have a clear view of vulnerable pupils and the actions taken to keep them safe.
- Leaders recently commissioned the local authority safeguarding team to quality assure the systems in place.
- As part of their routine checks on the site, the proprietor body checks safeguarding procedures and staff's adherence to the safeguarding policy.
- Leaders have ensured that the school's safeguarding policy follows the latest government guidance. It is available to parents on the school website.
- The requirements of this standard remain met.

Paragraph 9, 9(b)

- During the previous inspection, staff were inconsistent in how they implemented the school's behaviour policy. Incidents of poor behaviour were common.
- Leaders have reviewed the behaviour policy with staff. Staff feel supported by leaders and are of the view that expectations are clear.
- Leaders have reviewed the behaviour policy also with pupils. Leaders have listened to pupils' views in the creation of the new rewards system. Pupils like the new reward system because they experience a tangible reward for their efforts for the day. They can also earn as they learn through a voucher system which they can bank. Once they have accumulated enough vouchers, they are able to purchase goods online. This is helping pupils to learn the benefits of saving.
- Staff and pupils report that behaviour is now calm, and pupils can learn in lessons. In lessons, pupils listened closely to staff.
- The behaviour of pupils during social times is also positive. They enjoy eating lunch together with the staff. Pupils will line up in an orderly fashion to get their snacks. Pupils' use of the outdoor space is well supervised.
- Staff's zero-tolerance with smoking and vaping has had a positive impact. Pupils adhere to the rule that the school is a no-smoking environment.

- There was a spike in suspensions at the beginning of the academic year. This has reduced.
- The requirements of this standard are now met.

Part 4. Suitability of staff, supply staff, and proprietors

Paragraphs 18(1)–18(2)(e), 18(3)–19(2)(d)(ii), 19(3)–21(8)

- These standards were met at the time of the standard inspection in November 2021.
- The single central record of pre-employment checks is up to date. It is maintained in accordance with the guidance in Keeping Children Safe in Education. Leaders have acted on the recommendations from Norfolk County Council and safer recruitment paperwork now reflects safeguarding guidance. Leaders have undertaken the required safer recruitment training for interviewing candidates for vacant posts.
- School leaders have followed the correct procedures for the use of supply staff.
- Leaders have ensured that the requirements of these standards continue to be met.

Part 6. Provision of information

Paragraph 32(1), 32(1)(h)

- At the time of the standard inspection in November 2021, this standard was not met.
- Leaders now provide the local authority with an annual account of income received and expenditure incurred by the school in respect of pupils who are wholly or partly funded by the local authority.
- The requirement of this standard is now met.

Part 8. Quality of leadership in and management of schools

Paragraph 34(1)–34(1)(c)

- At the standard inspection in November 2021, inspectors noted that leaders had increased the capacity to improve. Self-evaluation informed the school improvement plan. The roles of some proprietorial staff had changed to enable them to provide more challenge and support to the school. However, the proprietor body and leaders had not ensured that the standards were consistently met.
- Leaders, with the support of the proprietor body, have tackled weaknesses robustly. They have altered the structure of the school, reducing it to two sites rather than three and strengthened staffing through the recruitment of qualified teachers. They have also appointed a new leader with responsibility for behaviour and attendance. Focused efforts on improving these areas are paying dividends. Pupils' behaviour and attendance have improved. While attendance is improving substantially, it is not yet where it should be. There are still too many pupils not attending routinely. Leaders have an appropriate plan for improving this aspect further.
- Leaders have completed the actions in their action plan which was deemed acceptable by Ofsted in October 2022. The standards that were not met at the last standard inspection are now met.

- Leaders have strengthened their quality assurance processes. Leaders and the proprietor body evaluate the school's provision and the independent school standards on a regular basis. They also use the local authority to help quality assure safeguarding procedures.
- The requirements of this standard are now met.

Compliance with regulatory requirements

The school meets the requirements of the schedule to the Education (Independent School Standards) Regulations 2014 ('the independent school standards') and associated requirements that were checked during this inspection. This included the standards and requirements that the school was judged to not comply with at the previous inspection. Not all of the standards and associated requirements were checked during this inspection.

The school now meets the following independent school standards

Part 1. Quality of education provided

- 3 The standard in this paragraph is met if the proprietor ensures that the teaching at the school–
 - 3(a) enables pupils to acquire new knowledge and make good progress according to their ability so that they increase their understanding and develop their skills in the subjects taught;
 - 3(b) fosters in pupils self-motivation, the application of intellectual, physical and creative effort, interest in their work and the ability to think and learn for themselves;
 - 3(c) involves well planned lessons and effective teaching methods, activities and management of class time;
 - 3(d) shows a good understanding of the aptitudes, needs and prior attainments of the pupils, and ensures that these are taken into account in the planning of lessons;
 - 3(h) utilises effective strategies for managing behaviour and encouraging pupils to act responsibly.

Part 3. Welfare, health and safety of pupils

- 9 The standard in this paragraph is met if the proprietor promotes good behaviour amongst pupils by ensuring that–
 - 9(b) the policy is implemented effectively.

Part 6. Provision of information

- 32(1) The standard about the provision of information by the school is met if the proprietor ensures that–
 - 32(1)(h) where a pupil wholly or partly funded by a local authority (except where funding is solely for free of charge early years provision in accordance with the duty contained in section 7 of the Childcare Act 2006) is registered at the school, an annual account of income received and expenditure incurred by the school in respect

of that pupil is provided to the local authority and, on request, to the Secretary of State.

Part 8. Quality of leadership in and management of schools

- 34(1) The standard about the quality of leadership and management is met if the proprietor ensures that persons with leadership and management responsibilities at the school—
 - 34(1)(a) demonstrate good skills and knowledge appropriate to their role so that the independent school standards are met consistently;
 - 34(1)(b) fulfil their responsibilities effectively so that the independent school standards are met consistently; and
 - 34(1)(c) actively promote the well-being of pupils.

School details

Unique reference number	134440
DfE registration number	926/6150
Inspection number	10266440

This inspection was carried out under section 109(1) and (2) of the Education and Skills Act 2008, the purpose of which is to advise the Secretary of State for Education about the school's suitability for continued registration as an independent school.

Type of school	Other independent school
School status	Independent school
Age range of pupils	14 to 16
Gender of pupils	Mixed
Number of pupils on the school roll	81
Number of part-time pupils	1
Proprietor	Catch 22
Chair	Terrence Duddy
Headteacher	Philip Hinchliffe
Annual fees (day pupils)	£21,325
Telephone number	01603 401515
Website	www.includenorfolk.org.uk
Email address	philip.hinchliffe@catch-22.org.uk
Dates of previous standard inspection	23 to 25 November 2021

Information about this school

- Include Schools Norfolk is owned by the Catch 22 organisation. The proprietor body is a not-for-profit charitable organisation.
- The school is an independent day school with two sites: one in Norwich and another in King's Lynn. The headteacher has oversight of provision on both sites.
- The school is registered to provide education for up to 117 pupils aged 14 to 16 years. Pupils are referred by the local authority, typically because they have been excluded from mainstream schools, special schools or pupil referral units. Most pupils have experienced significant disruption to their schooling.

- Some pupils have an education, health and care plan relating to their social, emotional and mental health needs. Other pupils have additional learning difficulties, such as dyslexia, attention deficit hyperactivity disorder or autism spectrum disorder.
- At the time of the standard inspection in November 2021, nine pupils were undertaking online learning at school. This was for pupils who rarely attended school. At the time of this progress monitoring inspection, numbers have expanded to 21. This is commissioned by the local authority.
- The proprietor uses supply staff when necessary. The school also uses alternative provision at three unregistered providers.
- The school's inspection history:
 - At the school's standard inspection in May 2017, the school was judged as requires improvement. Three of the standards were not met.
 - Ofsted conducted a progress monitoring inspection in May 2018. This was commissioned by the Department for Education. The inspection included the proprietor's request for a material change in relation to the premises. The school met all the standards identified as not met at the standard inspection in May 2017. The school did not meet three of the standards in relation to the material change request regarding the premises.
 - The first action plan prepared by the school, evaluated on 7 September 2017, was judged as not acceptable. The second action plan was evaluated on 13 September 2018, after the progress monitoring inspection. It was judged to be not acceptable. The third evaluation of the school's action plan on 18 January 2019 was also deemed to not be acceptable.
 - At the school's standard inspection in March 2019, the school was judged as requires improvement. Three of the standards were not met.
 - Ofsted conducted a progress monitoring inspection in October 2019. At this inspection, three of the standards remained unmet.
 - The evaluation of school's action plan on 10 February 2020 judged it to be not acceptable.
 - Ofsted conducted a standard inspection and incorporated a progress monitoring inspection in November 2021. The school was judged as requires improvement. The school continued to not meet three of the standards from the standard inspection in October 2019.
 - The evaluation of the school's action plan on 21 October 2022 judged it to be acceptable.

Information about this inspection

- This inspection was carried out at the request of the registration authority for independent schools. The purpose of the inspection was to monitor the progress the school has made in meeting the independent school standards and other requirements that it was judged to not comply with at its previous inspection.
- This was the school's first additional inspection to monitor progress since the last standard inspection.
- To check compliance with the standards, the inspector met with the headteacher and other senior leaders and spoke to staff and pupils at the Norwich site. The inspector visited lessons and observed social times. The inspector looked at a range of documents, scrutinised the school's single central record of pre-appointment checks, checked records of child protection concerns and considered the school's website. The inspector toured the school premises.
- At the time of this inspection, 21 pupils were being educated at home via online learning only. This was commissioned by the local authority. This inspection did not include consideration of the quality of the education of online learning undertaken by pupils at home.

Inspection team

Liz Smith, lead inspector

His Majesty's Inspector

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