

# SC031479

Registered provider: London Borough of Southwark

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This home is a local authority service. It provides short-break stays for up to five young people who have complex learning and/or physical disabilities and/or challenging behaviours. Young people usually stay from Monday to Friday or at weekends. The short-breaks service shares the premises with a similar service for adults. There is one registered manager for both the young people's and adults' services. All staff work across both provisions. The Care Quality Commission regulates and inspects the adult service.

The home's statement of purpose states that staff aim to improve the independence and life chances for young people by taking a multi-agency approach to ensure that they can reach their full potential and achieve positive life outcomes.

The registered manager was registered with Ofsted in March 2014.

**Inspection dates:** 31 October to 1 November 2018

**Overall experiences and progress of children and young people, taking into account** **good**

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

The effectiveness of leaders and managers **good**

The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 19 February 2018

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement |
|-----------------|-----------------|----------------------|
| 19/02/2018      | Full            | Good                 |
| 12/09/2017      | Interim         | Not judged           |
| 22/02/2017      | Interim         | Not judged           |
| 01/11/2016      | Interim         | Not judged           |

## 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, 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   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>help each child to develop socially aware behaviour;</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding.</p> <p>(Regulation 11 (1)(a)(b)(c)(2)(a)(i)(ii)(iii)(iv)(v))</p> <p>In particular, the registered person must ensure that young people's 's individual case records contain up-to-date behaviour support plans that specifically refer to the support needs of theyoung person at times of crisis.</p> | 04/01/2019 |

## Recommendations

- The children's home's staff should seek to identify and provide appropriate opportunities for young people to develop themselves as part of the home's plan for their care. ('Guide to the children's homes regulations including the quality standards', page 31, paragraph 6.4)

Specifically, the registered person must ensure that written records of goals and targets set for young people include details of the young person's achievements and progress, and provide evidence that such goals and targets are continually revised.

- Young people who have disabilities can be disadvantaged and socially isolated from friends, especially if they attend a school which is not in their local community such as a residential special school. The registered person in a short-break setting should ensure that the short-break service offers the chance for young people to develop friendships, by carefully matching groups and, where possible, by arranging for young people to frequently stay with the same group. ('Guide to the children's homes regulations including the quality standards', page 40, paragraph 8.20)

Specifically, the registered person must ensure that overnight stays for young people are planned and given some priority over the competing need for emergency placements.

## Inspection judgements

### Overall experiences and progress of children and young people: good

Young people make progress and enjoy safe, fun breaks in the home. Staff provide personalised, comprehensive and well-planned care that considers the individual welfare needs and wishes of young people and the views of their families.

A parent commented: 'The staff are fantastic. They have quickly grown to understand my daughter's needs and behaviour. This has meant that I was comfortable when she recently enjoyed two consecutive overnight stays.'

Behavioural management is good and young people experience positive stays. Young people often transfer to the home from a fostering short-break service when their behaviour becomes overly challenging.

Outcomes for young people are positive. Staff gently push young people to achieve, progress and complete independent tasks for themselves. This supports young people's positive and planned moves to the adult unit. However, evidence of this significant progress is often not recorded or clearly evidenced

Young people have developed positive relationships with the members of the staff team,

who know them well and prioritise making them feel safe and comfortable. Despite this, managers often have to juggle the planning of short-break stays together with the local authority's need for emergency accommodation. As a result, planning of short breaks can be compromised.

Managers are sensitive to the impact of young people's support needs on each other and carefully match peer groups and ensure that sufficient staffing is in place to enable young people to socialise or have quieter places.

Young people have good opportunities to engage in a range of activities both in the home and the local community. This supports their personal development and aids their independence.

Written records do not consistently support the, often significant, progress young people have made because of their short-break stay. Target-setting is not routinely in place. As a result, it is difficult to track a young person's experiences and progress.

The home's environment is of an outstanding quality. It is warm, welcoming and designed to the highest standard. This adds to the positive experiences of young people.

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

Young people receive good, safe care in a nurturing and stable environment from a staff team that is adept at understanding their complex needs. High staffing levels and care delivered by staff, who understand that individual behaviours are often due to communication difficulties, ensure that young people are kept safe from harm to themselves and their peers.

All staff are well trained in a number of appropriate safeguarding topics. They have good access to the procedures to follow in relation to any safeguarding concerns.

Individualised risk assessments and behaviour support plans cover all aspects of potential risks for each young person. The service works closely with education and parents on behaviour support plans, ensuring consistency for young people. However, when changes in behaviour occur, plans are not consistently reviewed and amended to reflect the change.

Physical intervention and sanctions are rare in this home. Staff prefer to use praise and diversion techniques as alternative methods. At times when physical intervention is necessary to keep young people and staff safe, this has been proportionate to the circumstances.

Young people stay in a protected and safe environment. Close supervision in the community ensures that there are no incidents of young people going missing. Good security systems ensure that there is no unauthorised access to the home. The location risk assessment covers potential risks in the immediate community.

The home is equipped to care for and meet the health and safety needs of young people during their short-break stay.

### **The effectiveness of leaders and managers: good**

At the time of the inspection, the home has an experienced and qualified registered manager. The registered manager is supported by two experienced deputy managers and together provide an effective and efficient service to young people.

Staff receive good-quality formal supervision and appraisals of their performance on a regular basis. Staff reported that they receive a good level of training which is adaptable to the changing needs of young people. Staff carry out their roles with a sense of commitment and confidence and link their training to the good care that they provide to young people.

Parents/carers who commented reported that they share good relationships and communication with the staff team. They all said that staff are approachable, supportive of them and ensure that the parents play a role in young people's short-break experience.

The home is appropriately staffed and resourced to meet its statement of purpose. Staff come from a variety of backgrounds and can meet the needs of young people who have diverse and complex needs.

Admissions to the short-break service are well planned. Managers and staff carry out home and educational assessments on young people. The staff team works closely and in partnership with schools to ensure an integrated approach to providing young people with consistent care and support.

Leaders and managers are committed to developing a culture of improved outcomes and good-quality care for all young people who use the service. They described the staff team as 'enablers', who aspire for and enable young people to be the best they possibly can.

Reports from the independent visitor give good scrutiny of the service and play an important role in its future development.

The home has a detailed statement of purpose that informs young people and parents about the services provided.

### **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people. Inspectors considered the quality of work and the differences made to the lives of children and young people. They watched how professional staff work with children and young people and each other and discussed the effectiveness of help and care provided. Wherever possible, they talked to children and 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.

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:** SC031479

**Provision sub-type:** Children's home

**Registered provider address:** Southwark Council, 2nd Floor, 160 Tooley Street,  
London SE1 2QH

**Responsible individual:** Fiona Wasdell

**Registered manager:** Michael Garrity

## Inspector

Juanita Mayers, social care inspector

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