

# 1255407

Registered provider: Phoenix Learning & Care Holdings Limited

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The home is operated by a private provider of education and social care. It is registered to provide care for up to four children.

At the time of this inspection, one child was living in the home.

A new manager has been in post since February 2022.

### Inspection dates: 18 and 19 August 2022

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| <b>Overall experiences and progress of children and young people, taking into account</b> | <b>requires improvement to be good</b> |
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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:** 7 September 2021

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

| Inspection date | Inspection type | Inspection judgement            |
|-----------------|-----------------|---------------------------------|
| 07/09/2021      | Full            | Good                            |
| 03/02/2020      | Interim         | Sustained effectiveness         |
| 17/09/2019      | Full            | Good                            |
| 14/08/2018      | Full            | Requires improvement to be good |

## Inspection judgements

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

The experiences of children in this home are mixed. One child has made progress and was supported to move on successfully. However, other children have not received care that fully promotes their welfare.

One child has recently moved into the home. While they enjoy participating in some activities with staff, records show that their daily routine lacks structure. The child's health needs are identified, and they are being helped to access relevant services. However, strategies used to support the child to develop healthy routines are ineffective. As a result, the child's self-care, diet and sleep pattern are impacted.

The child's engagement in tutoring in the home has reduced. However, collaborative working has ensured that a suitable school has been identified for the child to start in the new term. The child is looking forward to returning to a school environment. Further work is needed to ensure that the child is helped to engage in and sustain meaningful learning.

In the main, the child's plans provide guidance to staff to respond to the child. However, the home's model of care is not used consistently. As a result, the child is not always helped to develop strategies to manage their emotions effectively. At other times, warm and nurturing interactions help children to develop relationships with staff and talk about issues that impact their lives.

Children are supported to spend time with their family and significant people in their lives. This includes children enjoying time with them in the home. When children move on from the home, managers and staff keep in touch with them.

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

Staff complete a range of training to understand how to care for children safely. They are provided with regular support to help them understand children's needs and how to respond. However, records demonstrate that care does not always help children to manage their emotions and behaviours. On occasion, police assistance has been required.

Staff responses do not always help children to feel safe. This has contributed to one child wanting to move on from the home. For another child, the use of restraint has not increased their safety. The inspector found that some incident records do not reflect physical interventions discussed by staff, and inclusion of the child's views is limited.

There are not well-established strategies in place that seek to reduce all areas of harm effectively. This includes plans to support the child to access all areas of the home safely, and actions to ensure that the risk of self-harm is reduced.

Safeguarding procedures are followed when allegations have been made. Leaders and managers take swift action to protect the child. Information is shared with relevant agencies, and the child's views inform the investigation outcome.

Over this period, a well-coordinated response for one child who went missing from home was implemented. This included actions to locate the child and to support them. Return home interviews were offered to the child each time they returned home.

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

Since the previous inspection, the registered manager has moved on from the home. The current manager is not yet registered with Ofsted. They have previously managed this home.

The manager understands the needs of children living in the home. They advocate for them to ensure that specialist help is available. The manager is working effectively with other agencies to inform care planning.

Feedback from staff indicates that they feel supported and enjoy working in the home. Due to changes in staffing arrangements, there is a mix of experience and skills across the staff team. This impacts on the care provided.

Management oversight recorded across the child's records promotes reflection and learning to improve care in the home. However, some records do not detail how staff respond to the child's needs. This is needed to ensure that care is challenged effectively and children receive care in line with their support plans.

The manager identifies the home's strengths and areas for development. They identify the current limitations of the staff team. They told the inspector that there are no immediate plans to move another child into the home. There is a current recruitment drive, and additional training and support are planned to improve care in the home and children's experiences.

## 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         |
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| <p>The quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children's home's overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children's needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff—</p> <p>understand and apply the home's statement of purpose;</p> <p>protect and promote each child's welfare;</p> <p>provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background;</p> <p>help each child understand and manage the impact of any experience of abuse or neglect.<br/>(Regulation 6 (1)(a)(b) (2)(a)(i)(ii)(iv)(v))</p> <p>Leaders and managers must ensure that staff have the skills to engage children in daily routines that promote a healthy lifestyle.</p> | 11 November 2022 |
| <p>The registered person must ensure that—</p> <p>restraint in relation to a child is only permitted for the purpose of preventing—</p> <p>injury to any person (including the child);</p> <p>serious damage to the property of any person (including the child); or</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 11 November 2022 |

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| <p>a child who is accommodated in a secure children's home from absconding from the home.</p> <p>restraint in relation to a child must be necessary and proportionate. (Regulation 20 (1)(a)(b)(c) (2))</p> <p>This specifically relates to leaders and managers ensuring that staff have the skills to de-escalate and manage children's behaviour.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                         |
| <p>The registered person must ensure that—</p> <p>within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes—</p> <p>a description of the measure and its duration;</p> <p>a description of any injury to the child or any other person, and any medical treatment administered, as a result of the measure;</p> <p>within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(a)(iv)(viii)(c))</p> <p>This specifically relates to leaders and managers ensuring that incident records provide a detailed account of what happened, interventions used and the child's views.</p> | <p>11 November 2022</p> |

## 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:** 1255407

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

**Registered provider:** Phoenix Learning & Care Holdings Limited

**Registered provider address:** Support Hub, Unit 5, Chinon Court, Lower Moor Way, Tiverton, Devon EX16 6SS

**Responsible individual:** Rebecca Jones

**Registered manager:** Post vacant

## Inspector

Louise Bacon, Social Care Inspector

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