

2632917

Registered provider: Phoenix Childcare Ltd

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home provides care for up to two children. It is operated by a private provider of education and care.

The home has been operated under interim management arrangements since November 2022.

Inspection dates: 6 and 7 December 2022

Overall experiences and progress of children and young people, taking into account	inadequate
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How well children and young people are helped and protected	inadequate
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The effectiveness of leaders and managers	inadequate
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There are serious and widespread failures that mean children and young people are not protected or their welfare is not promoted or safeguarded, and the care and experiences of children and young people are poor and they are not making progress.

Date of last inspection: 16 November 2021

Overall judgement at last inspection: requires improvement to be good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
16/11/2021	Full	Requires improvement to be good
03/08/2021	Full	Inadequate

Inspection judgements

Overall experiences and progress of children and young people: inadequate

There is one child living in the home. This child, the staff team and the manager moved together from another home belonging to the provider. Since relocating to this home in September 2022, the then manager failed to ensure that the child has received good care and support.

Leaders and managers have failed to ensure the child receives an adequate education. Since the child's move into this home, their school attendance has declined and there is a failure to reintroduce learning opportunities for the child.

Leaders and managers have failed to provide the staff team with sufficient support and direction and strategies to better understand and manage the child's extremely complex needs. Staff told the inspector that they are concerned about the child's disengagement from all that is offered, and that the child is spending long periods gaming or on the internet.

The staff know the child well and show him genuine warmth and care. The inspector observed staff trying to engage with him in a supportive, caring and sensitive manner. However, despite these positive observations, the staff have continued to have difficulties in managing the child's behaviour. Records capture the attempts by staff to engage with the child and support him when he is most upset. However, these attempts are usually reactive and only seek to placate the child, rather than beginning to address the complexities of the child's need and promote progress.

Since moving to this home, the child's weight has significantly increased to a worrying level, and his mental health has declined. Extensive records evidence the extreme challenges the staff face on a daily basis to ensure the child eats a balanced diet. However, it is unclear what steps leaders and managers have taken to protect and promote the child's health and wellbeing. For example, the inspector could not find sufficient evidence of specific collaborative working between the home and specialist health professionals.

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

Since the child moved into the home, his safety and welfare has not been adequately protected or promoted. The child's needs have not been significantly safeguarded. The manager and staff team have struggled to meet the child's needs and manage his behaviours. The team lack sufficient direction from the manager. This, alongside poor care planning has had a negative impact on their ability to offer the child consistent responses. As a result, the child struggles to understand the boundaries. Records show the child has said he is confused, and this leads him to

becoming extremely distressed. Such situations present a risk of harm both to the child and staff and on a number of occasions staff have suffered injuries and there has been substantial damage to the home.

Other than on one occasion, the staff have not used physical restraint. This is because, on that one occasion, two staff were seriously injured when attempting to restrain. Because of the child's stature and strength, the police were required to intervene to protect the staff. Alongside insufficient professional direction, the ability of staff to support the child in challenging situations, is also limited because staff report not feeling supported by their manager.

The effectiveness of leaders and managers: inadequate

The home was last inspected in November 2021, at which time there were no children living in the home. The child who is currently living in the home has done so since September 2022.

Since the child moved in, the then manager failed to demonstrate good enough leadership and management of the home. Members of the senior leadership team took action to address this. At the time of this inspection, two experienced and qualified interim managers had been overseeing the management of the home for around three weeks. Although positive, this arrangement is new, and any impact is inevitably limited at this early stage.

Training and supervision are provided, and staff told the inspector that they valued the supervision and support that they now receive.

Several staff told the inspector that on many occasions they have felt unsafe, that there has been a lack of leadership and that the previous manager was not available to them. Staff say that they have experienced a very challenging period and subsequently their morale is low.

Members of the senior leadership team have recognised that there have been too many occasions when staff have not received good enough leadership. They have taken prompt action to address the concerns and stabilise the home. Since the two experienced managers have been supporting the home, the home there is a greater sense of stability. Staff now report feeling more confident and supported.

Leaders and managers are in the process of reviewing the plans for the continued operation of the home. They are working with the child's local authority social worker to finalise the child's plans and are sharing these updates with Ofsted.

Five requirements are made because of the serious and widespread failings identified during this inspection. Ofsted will continue to monitor the actions taken by the provider.

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
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— lead and manage the home in a way that is consistent with the approach and ethos, and delivers the outcomes, set out in the home's statement of purpose; ensure that staff work as a team where appropriate; ensure that the home's workforce provides continuity of care to each child; understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home; demonstrate that practice in the home is informed and improved by taking into account and acting on— research and developments in relation to the ways in which the needs of children are best met; and use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(b)(e)(f)(g)(i)(h)) This specifically relates to the leaders and managers ensuring that the staff receive support, guidance, and direction on a daily basis, and that the manager who is	10 February 2023

overseeing the home in absence of a registered manager is accessible and visible to the staff.	
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— meet each child’s behavioural and emotional needs, as set out in the child’s relevant plans; help each child to develop socially aware behaviour; encourage each child to take responsibility for the child’s behaviour, in accordance with the child’s age and understanding; help each child to develop and practise skills to resolve conflicts positively and without harm to anyone; 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; are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children, and to help children to do the same. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iv)(v)(x)) This specifically relates to leaders and managers ensuring that the staff have clear strategies to support the child’s complex needs.	10 February 2023
The health and well-being standard is that— the health and well-being needs of children are met;	10 February 2023

children receive advice, services and support in relation to their health and well-being; and children are helped to lead healthy lifestyles. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— achieve the health and well-being outcomes that are recorded in the child’s relevant plans; understand the child’s health and well-being needs and the options that are available in relation to the child’s health and well-being, in a way that is appropriate to the child’s age and understanding; take part in activities, and attend any appointments, for the purpose of meeting the child’s health and well-being needs; that each child has access to such dental, medical, nursing, psychiatric and psychological advice, treatment and other services as the child may require. (Regulation 10 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(c)) Leaders and managers must ensure that there is a plan in place that is informed by specialist advisers and professionals to support the health needs of the child, and that this plan is kept under review to ensure the home is able to meet the child’s health needs.	
The enjoyment and achievement standard is that children take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, cultural, intellectual, physical and social interests and skills. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff help each child to— develop the child’s interests and hobbies; participate in activities that the child enjoys, and which meet and expand the child’s interests and preferences. (Regulation 9 (1) (2)(a)(i)(ii))	10 February 2023

This specifically relates to leaders and managers ensuring that there is no delay in identifying alternative learning opportunities for the child when they are not in school. In addition, that there is a clear plan of how the child is learning on a daily basis when they are not in school.	
The education standard is that children make measurable progress towards achieving their educational potential and are helped to do so. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— promote opportunities for each child to learn informally; raise any need for further assessment or specialist provision in relation to a child with the child’s education or training provider and the child’s placing authority; help a child who is excluded from school, or who is of compulsory school age but not attending school, to access educational and training support throughout the period of exclusion or non-attendance and to return to school as soon as possible; help each child to attend education or training in accordance with the expectations in the child’s relevant plans. (Regulation 8 (10) (2)(a)(v)(vii)(viii)(x))	10 February 2023
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— understand and apply the home’s statement of purpose; ensure that staff— understand and apply the home’s statement of purpose;	10 February 2023

protect and promote each child's welfare The conditions are that the care is delivered by a person who— has the experience, knowledge and skills to deliver that care; and is under the supervision of a person who is appropriately skilled and qualified to supervise that care. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(3)(c)(i)(ii)) Leaders and managers must ensure that the staff team has the support and direction that enables them to consistently meet the needs of the child. Also, that the staff receive regular, good-quality supervision that provides them with the time to reflect and learn.	
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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: 2632917

Provision sub-type: Children's home

Registered provider: Phoenix Childcare Ltd

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

Responsible individual: Lyndy Quinn

Registered manager: Post vacant

Inspector

Linda Bond, Social Care Inspector

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