

Children's homes inspection - Full

Inspection date	12/08/2015
Unique reference number	SC368137
Type of inspection	Full
Provision subtype	Children's home
Registered person	Phoenix Child Care Limited
Registered person address	First Floor, Rolle Quay House, Rolle Quay, BARNSTAPLE, Devon, EX31 1JE

Responsible individual	Mr Keith Burley
Registered manager	Mrs Annette Reed
Inspector	Ms Ledder

Inspection date	12/08/2015
Previous inspection judgement	Good
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Requires Improvement
Leadership and management in the home is inadequate. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Inadequate

SC368137

Summary of findings

The children's home provision is requires improvement because:

Leadership and management is inadequate

- The registered manager has not been provided with the detail required in relation to concerns about staff. This prevents her from fully understanding potential risks and practice issues and monitoring these.
- Leaders and managers have failed to ensure that all staff have the skills, knowledge and experience required to safely care for young people.
- Leaders and managers have failed to ensure that persons delivering supervision to staff have been provided with any training to prepare them for this task.
- Leaders managers have failed to implement robust action plans for staff returning to work following identification of poor practice.
- The registered manager has failed to identify and act upon practice concerns highlighted with the independent visitor's reporting.

The children's home strengths

Young people are cared for by a dedicated and nurturing staff group. Young people like living in this home and feel safe and secure.

Young people have good relationships with staff that are built upon mutual respect.

Young people live in a welcoming and homely environment, their bedrooms are individualist and reflect their personalities.

Young people are making good progress at the home in all aspects of their lives. They are given opportunities outside of formal education to have experiences that promote their learning and life experiences.

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

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets 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 with the given timescales.

Requirement	Due date
13: The leadership and management standard ensure that staff have the experience, qualifications and skills to meet the needs of each child; in particular that staff undertaking supervision receive high quality training to prepare them to provide regular, meaningful and good quality supervision (Regulation 13 (2) (c))	01/10/2015
13: The leadership and management standard ensure that staff have the experience, qualifications and skills to meet the needs of each child; in particular when staff who have poor practice issues receive planned appropriate support and training to ensure the risk of further poor practice is reduced and that appropriate review of the practice issues is undertaken(Regulation 13 (2) (c))	01/10/2015
13: The leadership and management standard demonstrate that practice in the home is informed and improved by taking into account and acting on using monitoring systems to make continuous improvements in the quality of care provided in the home, in particular ensure that reports provided by the independent visitor and read, understood and action is taken, where required when issues are evident (Regulation 13 (h))	01/10/2015
16: Statement of purpose the registered person must keep the statement of purpose under review and, where appropriate, revise it' ensure that a copy of the statement of purpose is published on the website (Regulation 16 (3)(a) (4))	01/10/2015
36: Children's case records ensure that case records for each child are kept up to date and are signed and dated by the author of each entry, in particular risk assessments and risk and behaviour management documentation must be accurate, up to date and support staff to deliver constant and safe care (Regulation 36 (1) (b)(c))	01/10/2015

12: The protection of children standard ensure that the home's day-to-day care is arranged and delivered so that children are effectively safeguarded, in particular where there are concerns in respect of staff conduct these are effectively resolved with suitable risk management and reduction plans in place (Regulation 12 (2) (b))	01/10/2015
33: Employment of staff ensure that all employees undertake appropriate continuing professional development; receive practice-related supervision by a person with appropriate experience; and have their performance and fitness to perform their roles appraised at least once every year (Regulation 33 (4) (a)(b)(C))	01/10/2015

Full report

Information about this children's home

- The home's registered for up to 2 children and young people with emotional and/or behavioural issues and can accommodate children and young people with learning disabilities.
- The home is part of a large organisation.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
06/03/2015	CH - Interim	sustained effectiveness
03/12/2014	CH - Full	Good
09/01/2014	CH - Interim	Good Progress

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Requires Improvement
Shortfalls have been identified in the leadership and management of this home. As a result the overall judgement for this home is that it requires improvement. Concerns in respect of poor and unacceptable practice have not been managed appropriately. This does not impact on young people currently living at the home. However, any change in staffing ratio's or young people would leave serious concerns about quality and safety of care. The weaknesses identified need to be addressed in the medium and long term. Young people have built trusted and secure relationships with staff. They live in a stable environment with consistency in their lives. Staff know the young people well and most have the skills to adapt their approach to meet complex and individual needs well. As a result relationships are built upon mutual respect. Young people are supported and encouraged to attend education. They engage well and are making good progress. When young people have found education challenging the home has worked effectively with education to ensure that these difficulties have been overcome as early as possible. As a result attendance, progress and behaviour in school is good. Young people are supported to access a range of social, educational and recreational activities outside of school. For one young person the planned summer holiday overseas will be their first experience of air travel. Young people appreciate this approach to their care and there is an air of excitement in the home as last minute preparations are carried out. Young people are being encouraged to build upon their existing skills in preparation for their transitions into adulthood. Realistic and bespoke programmes are being provided for young people where independence is not a long term option. This has resulted in young people being able to manage day-to-day tasks without support where once it was needed. Young people are supported by staff to access appropriate health services. Some young people access specialist support services as part of their care plan. These appointments are prioritised. Communication between the home and these services is good. As a result health professionals are fully aware of and able to respond to the challenges the young people face and any emerging risks.	

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	Judgement grade
How well children and young people are helped and protected	Good
Young people live in a safe environment and become increasingly safe due to the actions staff take to support and protect them. Young people feel safe and are able to identify adults that they can talk to if they are worried or concerned. Young people value these relationships. Young people do not go missing from home. Their individual needs require continual staff supervision which ensures that they are safe and remain safe when out in the community or accessing the internet. Positive behaviour in the home is constantly promoted. Due to staff knowing the young people so well they use effective de-escalation techniques and creative alternative strategies that are specific to young people's individual needs. As a result physical intervention is not commonplace in the home. Sanctions are used on occasion. These are appropriate and are reviewed by the manager. Where themes of poor behaviour have been identified this has effectively been addressed with young people resulting in progress being made. Young people are provided with tailored one-to-one work to ensure that they understand risks and behaviours that are not appropriate. This has resulted in one young person becoming more aware about sexual development and has supported incidents of socially unacceptable behaviours being understood better and eradicated. Not all risks for young people are well documented. The plans in place do not go far enough to offer evidence that they reduce the risks of harm for young people. They are not updated in a timely way. This results in a lack of clarity for staff over what is expected of them when responding to situations of risk.	

	Judgement grade
The impact and effectiveness of leaders and managers	Inadequate

Leaders and managers have failed to put robust plans in place for staff who have displayed inappropriate and unacceptable practice. Staff returning to work following an investigative process, have not been provided with appropriate levels of support or additionally training to mitigate the risks of future poor practice. As a result medium and long terms risks have not been addressed.

Leaders and managers have failed to share concerning information with the registered manager about staffing concerns. As a result potential risks are not being managed.

Leaders and managers have failed to ensure that staff undertaking supervision are provided with the training and skills required. As a result supervision is not always regular, meaningful or reflective. It does not support practice improvement or robustly challenge.

The manager has failed to ensure that all the risks for young people are clearly recorded in their care planning documents. There is a lack of written direction for staff to ensure that all risks are managed in a consistent way. The document outlining how staff should respond to negative behaviours and risk has not been updated in a timely way. While there is no current evidence that this has impacted on the care and safety of young people it falls short of what is expected.

The manager has failed to ensure that she has reviewed and appropriately responded to the monthly visits undertaken by the independent visitor. This lack of robust security has resulted in her not identifying key issues or resolving them.

The manager has failed to ensure that the statement of purpose has been updated to reflect the service that this home currently provides in a timely way. The document on the company website is out of date and this needs attention. As a result up to date and accurate information in respect of the service is not available for commissioners.

The manager has acted upon recommendations made at the last inspection. This has resulted in the staff team being given additional knowledge that they have then transferred into practice improvements. Staff report that training provided for them has been beneficial and relevant to meeting the complex needs of young people.

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

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 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 who it is trying to help, protect and look after.

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*.

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