

SC478152

Registered provider: Phoenix Learning and Care Holdings Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home varied its registration conditions in August 2019 to provide care and accommodation for up to four young people, irrespective of gender, and to add a separate, self-contained one bedroomed annex, which is positioned next to the main house. The statement of purpose was also changed to provide time-limited accommodation for young people who are at a point in their lives when they need emergency care and have been exposed to high levels of risk. The home assists the local authority to identify suitable plans for young people, by working with them to assess their needs.

Inspection date: 30 October 2019

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 **requires improvement to be good**

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

Date of last inspection: 16 January 2019

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
16/01/2019	Full	Good
13/09/2017	Full	Good
01/02/2017	Interim	Sustained effectiveness
20/09/2016	Full	Good

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	
In meeting the quality standards of engaging with the wider system to ensure children's needs are met, the registered person must, and must ensure that staff— seek to secure the input and services required to meet each child's needs. (Regulation 5 (b))	25/11/2019	
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— 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; 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)(f)(h)) In particular: ■ ensure that incident reports are reviewed effectively to support learning and to influence plans, where relevant; ■ review plans and activities for the young person, in line with the statement of purpose, to ensure that the young person is reaching his full potential consistently, and use this information to analyse progress and experience; ■ discuss and clarify the arrangements regarding feedback about the young person's progress and experience to the	25/11/2019	

parent and social worker; ■ supervise staff on probation at a frequency that is in accordance with the home's statement of purpose; and ■ review the maintenance of the home and address outstanding issues, including the effectiveness of the Wi-Fi.		
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Recommendations

- The home's Statement of Purpose should be child-focused, indicating how the home provides individualised care to meet the Quality Standards for children in their care. ('Guide to the children's homes regulations including the quality standards', pages 14–15, paragraph 3.5)

Inspection judgements

Overall experiences and progress of children and young people: good

The young person in this home receives good support from experienced staff, who provide sensitive and skilled care. They have made good relationships with the young person and understand his views and wishes.

The progress the young person has made in relation to his health, self-care and emotional well-being is encouraging. It is noteworthy that he has accepted and settled into a new routine that is different from his previous lifestyle. This has allowed him to have a glimpse into an alternative and constructive future. The young person has enjoyed channelling his energies into a variety of positive activities, allowing staff to help him make choices that do not put him at risk. Other young people, who have previously lived in the home, have also made good progress and benefited from the care provided.

The young person engages with an educational programme, which has been set up by the staff team, while a pathway to a more permanent solution is being identified. Staff work creatively with the young person to provide educational activities that are not just desk-based.

The young person makes regular contact with family members, in person and by telephone, and staff provide transport to make sure that this happens. Family members are also invited into the home.

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

Incidents are managed well by staff. The manager has ensured that substantial background history is available to them, so that they understand the potential risks to the young person. Staff have been given clear guidance about how to manage these

risks. They have shown that they know what to do to help the young person and have responded thoroughly and flexibly where needed. The young person, who has previously been exposed to high-risk situations, says he feels safe in the home and with the staff, who he describes as 'sound'.

When the young person first came to the home in difficult circumstances, he ran away from the home and was missing for some time. Staff were diligent in their searching for the young person. When he came back, an independent return home interview was arranged to look into the reasons why he went missing. Since this episode, the young person has not gone missing, but he has tried to run away. However, staff have stayed with him throughout, to ensure that he has not come to any danger and have managed to bring him back home.

Staff have completed the necessary safeguarding training courses and safeguarding arrangements are well organised. The team is trained to use physical intervention as a very last resort, but this course of action has not been necessary. When allegations or concerns have been raised in the past, they have been dealt with effectively. Staff recruitment is carried out safely and thoroughly.

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

The manager has a clear and thoughtful vision about what he wants to achieve for young people, which is described in the revised statement of purpose. The vision is to meet a need for young people who are at a critical point in their lives and help them to achieve safety, security and a carefully planned future within a short-term timescale. However, the statement of purpose does not reflect well enough the good practice that takes place in the home. Although it is early on for the young person in the home, there are indicators that the objectives in his plan are on the way to being achieved, and that the team has reflected and learned lessons along the way.

The home bases itself on a model that provides a structured programme of adventurous activities for young people. However, the young person's timetable does not always clearly outline the day with enough activities so that he is challenged sufficiently to meet his full potential consistently. A smarter plan would assist in allowing the manager to critically analyse progress and have an overview of milestones that are being met. Additionally, a more in-depth approach to reviewing incidents would help staff's practice to be further enhanced.

Professional relationships are in place and both the social worker and parent are kept informed of progress. However, a clearer arrangement regarding feedback about the young person's experiences and an emphasis on escalating unresolved issues, such as care and education planning, would elevate the effectiveness of these relationships and enable the young person's needs to be met.

When staff join the organisation, they undertake a comprehensive training and induction programme, which staff feel equips them well to do their jobs. Staff speak highly of their manager, and say they are well supported and receive good-quality supervision.

Supervision is recorded succinctly, although it does not happen fortnightly for newly-employed probationary staff. Staff meeting minutes indicate that the team discusses and reflects upon important issues in relation to supporting the young person and the running of the home. Staff enjoy caring for the young person and are proud of his achievements.

Some aspects of the home environment need to be attended to, due to the challenge of maintaining a large, older property with a very poor Wi-Fi signal. However, it is inviting and comfortable, with a spacious garden and countryside views.

An independent visitor provides good-quality monthly reports to the home, which support the manager in his role of monitoring and analysing the progress and experiences of the young person.

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: SC478152

Provision sub-type: Children's home

Registered provider: Phoenix Learning and Care Holdings Limited

Registered provider address: Phoenix Learning and Care Limited, Rolle Quay,
Barnstaple, Devon EX31 1JE

Responsible individual: Lyndy Quinn

Registered manager: Stephen Nicholson

Inspectors

Sarah Canto: social care inspector

Joy Howick: social care inspector

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