

# 1255407

Registered provider: Phoenix Learning and Care Holdings Ltd

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The children's home is operated by a regional provider. It is registered for four children.

**Inspection dates:** 17 to 18 September 2019

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

How well children and young people are helped and protected requires improvement to be 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:** 14 August 2018

**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
14/08/2018	Full	Requires improvement to be good
05/03/2018	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
<p>The leadership and management standard</p> <p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>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;</p> <p>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;</p> <p>demonstrate that practice in the home is informed and improved by taking into account and acting on—</p> <p>research and developments in relation to the ways in which the needs of children are best met; and</p> <p>feedback on the experiences of children, including complaints received; and</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home.</p> <p>(Regulation 13 (1)(a)(b)(2)(a)(f)(g)(i)(ii)(h))</p>	<p>20/12/2019</p>

<p>Medicines</p> <p>The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children’s home.</p> <p>In particular the registered person must ensure that—</p> <p>medicine which is prescribed for a child is administered as prescribed to the child for whom it is prescribed and to no other child.</p> <p>(Regulation 23 (1)(2)(b))</p>	<p>20/12/2019</p>
---	-------------------

## Recommendations

- The registered person should have a workforce plan which can fulfil the workforce related requirements of regulation 16, schedule 1 (paragraphs 19 and 20). The plan should:
  - detail the necessary management and staffing structure (including any staff commissioned to provide health and education), the experience and qualifications of staff currently working within the staffing structure and any further training required for those staff, to enable the delivery of the home’s Statement of Purpose;
  - detail the processes and agreed timescales for staff to achieve induction, probation and any core training (such as safeguarding, health and safety and mandatory qualifications);
  - detail the process for managing and improving poor performance;
  - detail the process and timescales for supervision of practice (see Regulation 33 (4)(b)) and keep appropriate records for staff in the home.

The plan should be updated to include any new training and qualifications completed by staff while working at the home, and used to record the ongoing training and continuing professional development needs of staff – including the home’s manager. (‘Guide to the children’s homes regulations including the quality standards’, page 53, paragraph 10.8)

## Inspection judgements

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

Young people live in a home that is safe and very homely and that provides them with space to grow and develop. Staff have paid attention to detail in respect of furnishings and design, which means that each young person has personalised space that they are proud of and that very much reflects their individuality.

Young people attend school or college and in the main they do well. Staff understand that education comes in many guises. For those young people who are not yet attending school full time, staff ensure that there is learning from each planned activity. Evidence was seen during the inspection of the range of activities young people have access to and engage in.

The healthcare needs of the young people are met at the home. Healthy eating and physical exercise are encouraged by the staff to ensure that the young people keep healthy. The young people participate in different activities; trampolining and attending the gym are two of the young people's favourites.

There have been several changes to the staff team since the previous inspection. Staff members have worked hard to get to know the young people well and are successfully building positive and trusting relationships.

Young people who have moved on from the home have done so by means of a planned and collaborative approach with their placing authority.

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

For the most part, identification of risk is well considered, and support plans are instructive about how to avoid unnecessary risk. However, one risk assessment for a young person staying in holiday accommodation was not ratified by the local authority. This lack of consideration by the manager has the potential to put young people and staff at risk.

Since the previous inspection the use of physical intervention has reduced significantly. Despite this progress, the manager has failed to identify and address through his quality assurance process a potentially inappropriate hold within the recording of one physical intervention, and the variable quality of recording by staff.

Medication is safe and in the main administered in accordance with healthcare plans. However, the manager failed to identify staff giving one young person a wrong dosage of a homely medication. This oversight did not have a detrimental impact on the young person.

Staff regularly attend training which helps them know how to keep young people safe

and support them if they self-harm. They respond to the young people in a timely and gentle way. Incidents are of a low level. Records are in the main completed, but some lack specific detail and these omissions were not identified by the manager.

The manager and the staff liaise with safeguarding professionals, placing social workers and the family of the young people if they have any safeguarding concerns. This joined-up approach ensures consistent responses to the young people that helps to promote their safety.

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

Since the previous inspection, the manager and staff team have worked hard to ensure that young people who live in the home make progress and have improved outcomes. Staff are either qualified to the appropriate level, are currently undertaking the relevant course or are new to the home. This means that young people receive support from suitably qualified staff.

The registered manager and staff team are warm and nurturing towards the young people, and this is recognised by other professionals. The young people spoke warmly of the staff and interactions between the young people and staff were good.

Staff are provided with regular supervision and annual appraisals. They spoke well of the support they receive from the manager.

Records and care plans are in the main up to date and help staff support the young people. However, some records of physical interventions and incidents of self-harm have not been reviewed in a timely manner and lack clear, helpful management oversight. This limits learning from incidents.

The development and workforce plans lack clarity in some areas and fail to demonstrate consultation with and participation by the young people. The manager has recognised that they need reviewing and improvement to bring them up to date.

The manager has access to several monitoring systems, including supervision and external monitoring by an independent visitor. The manager has not always been quick to address actions raised by the independent visitor.

## **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:** 1255407

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

**Registered provider:** Phoenix Learning and Care Holdings Ltd

**Registered provider address:** Rolle Quay, Barnstaple, Devon EX31 1JE

**Responsible individual:** Bethany Beynon

**Registered manager:** Matthew Bleeks

## Inspector

Linda Bond, social care inspector

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence>, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

This publication is available at <http://www.gov.uk/government/organisations/ofsted>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

T: 0300 123 1231  
Textphone: 0161 618 8524  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: <http://www.gov.uk/ofsted>

© Crown copyright 2019