

# Phoenix Family Care Limited

Inspected under the social care common inspection framework

## Information about this residential family centre

This residential family centre is owned and managed by a private provider and is registered to accommodate up to six families.

At the time of the inspection, there were four families in residence.

### Inspection dates: 1, 2 and 7 October 2024

**Overall experiences and progress of children and parents, taking into account** **inadequate**

How well children and parents are helped and protected **inadequate**

The effectiveness of leaders and managers **inadequate**

There are serious and widespread failures that mean children and parents are not protected or their welfare is not promoted or safeguarded and the care and experiences of children and parents are poor.

**Date of last inspection:** 2 August 2023

**Overall judgement at last inspection:** good

### Enforcement action since last inspection:

On 11 March 2024, Ofsted inspected the residential family centre in response to information received about the physical condition of the centre and inconsistencies in staff practice. A compliance notice was issued under regulation 20, the complaints standard.

A monitoring visit was carried out on 25 April 2024, when the provider demonstrated that they had taken the necessary steps to meet the compliance notice issued under regulation 20.

## Inspection judgements

### **Overall experiences and progress of children and parents: inadequate**

There are disparities in the experiences of families and children living in this centre. Families experience inconsistency in the levels of support that they receive from staff. Managers do not always ensure that staff receive clear guidance on the best way to support families. This undermines the effectiveness of the plans in place to protect children and promote their welfare. As a result, families are unclear on what is expected of them.

Families share their views with managers. However, they raised concerns that managers do not take their views seriously or act on them. Families say that they do not understand why generic rules are in place. Families feel unable to raise complaints about the support they receive because they believe that this will negatively impact on their assessment. Some families say that they had felt 'threatened' by managers in the centre. Complaints made by families or others acting on their behalf are not always acknowledged, investigated, or responded to. Consequently, families do not always understand how their views are listened to and acted on. Some staff said that assessment outcomes are determined by whether the management team likes a family.

Managers and staff do not always treat children and families with dignity and respect. There is a lack of understanding of their cultural and identity needs. Managers have not assessed how the cultural and identity needs of some families will be met. For example, managers did not ensure that there were suitable arrangements in place for one family to maintain their religious practices or access cooking facilities in line with their cultural needs.

Managers do not ensure that assessments, plans and reports for individual families and children are accurate. The language used in some records does not clearly distinguish between opinion and fact. Records are not always made available to families in an accessible format. This prevents families from contributing to their records or challenging them. This undermines the reliability of the assessments completed.

Staff provide families and children with planned direct work and activities which align with their individual plans. This helps families to build their confidence. Families who move out of the centre in a planned way say they have received appropriate support.

### **How well children and parents are helped and protected: inadequate**

There are serious failures that mean children are not protected. Managers do not always act on safeguarding incidents or information. This has meant that unsafe practice has not been challenged and has been allowed to continue. For example,

managers did not investigate a complaint when it was reported a staff member had placed a child at risk of harm.

Managers have not ensured that staff have the skills, experience, and knowledge to meet the needs of children and their families before they move into the centre. This has left children at risk of immediate harm. For example, staff have not had training to meet one child's complex health needs. As a result, some staff said they were unable to keep this child safe.

Medication is not administered to children as prescribed. Medical advice is not sought when children have not received their prescribed medication. Managers have not ensured that all medication is labelled with the name of the child and the administration instructions. This does not ensure that staff have the necessary information to supervise families or administer medication. Records of medication that has been administered are not accurate. Some medication records are missing or have been altered retrospectively by managers.

Some staff do not understand their safeguarding roles and responsibilities. For example, staff did not seek immediate medical advice when a child who is reliant on oxygen went without it for an undetermined length of time. Some staff say that managers do not address staff conduct matters.

Managers have not notified the regulator, placing local authorities or relevant professionals of safeguarding incidents, allegations against staff or complaints. This prevents relevant agencies from assessing risk and taking steps to safeguard children. This has meant that risks are not fully understood.

Managers do not ensure that the physical environment is safe for children. One baby's bedroom was found to be above the recommended temperature for safe sleep and the bedroom window had been sealed shut. This was a significant risk to the baby.

Managers do not ensure that safer recruitment checks are completed before staff start working in the centre. For example, references are not consistently obtained. This does not ensure that only suitable people work with families and children in this centre.

### **The effectiveness of leaders and managers: inadequate**

Since the last inspection, there have been changes to the management arrangements for the centre. The centre is now managed by the responsible individual. An interim manager is working in the centre alongside a deputy manager.

Management review and monitoring systems are ineffective. As a result, managers do not understand how staff practice influences the experiences of families and children. Managers do not always take decisive action to address shortfalls in staff practice. This has allowed unsafe practice to continue and does not support staff to understand what is expected of them.

Staff experiences of working in the centre are variable. Some staff enjoy working in the centre and say they receive support from managers. In contrast, some staff describe a closed culture, and say that when they have raised concerns with managers their views are dismissed. Some staff do not feel able to share their views about the running of the centre or use the whistle-blowing procedures to raise concerns about staff practice.

Managers do not ensure that there are sufficient suitably trained staff working in the centre. Managers have not always identified when staff have required additional training to meet the specific needs of individual children and families. This has contributed to families experiencing an inconsistent quality of care and support.

Staff have supervision and team meetings. Managers have introduced new senior staff responsibilities and made changes to the recording systems in place.

Following this inspection, a case review was held by Ofsted, and the decision was made to suspend the centre's registration. Ofsted also issued compliance notices in respect of regulations 8, 12 and 20.

## What does the residential family centre need to do to improve?

### Statutory requirements

This section sets out the actions that the registered person must take to meet the Care Standards Act 2000, The Residential Family Centre Regulations 2002 and the national minimum standards. The registered person must comply within the given timescales.

Requirement	Due date
<p>*The registered provider and the registered manager shall, having regard to the size of the residential family centre, the statement of purpose, and the number and needs of the residents, carry on or manage the centre (as the case may be) with sufficient care, competence, and skill.</p> <p>If the registered provider is—</p> <p>an organisation, it shall ensure that the responsible individual undertakes;</p> <p>from time to time such training as is appropriate to ensure that he has the skills necessary for carrying on the residential family centre.</p> <p>The registered manager shall undertake from time to time such training as is appropriate to ensure that he has the skills necessary for managing the residential family centre. (Regulation 8 (1) (2)(b) (3))</p> <p>The registered person must review the referral process. This should consider the skills and knowledge of the staff team before residents are offered a place at the centre.</p> <p>The registered person must ensure there are sufficient suitably trained staff always working in the centre. The registered person must ensure that staff complete training and development in line with the statement of purpose.</p> <p>The registered person must use monitoring and review systems to understand the experiences of residents and children living in the centre. When shortfalls are identified in staff practice, the registered person must ensure that these are acted on.</p> <p>The registered person must ensure that there are processes in place that staff can use to share their views about the running of the centre. The registered person must ensure</p>	<p>17 November 2024</p>

<p>that all staff understand their safeguarding responsibilities to escalate any concerns they have about the welfare of children.</p> <p>The registered person must ensure that staff understand their safeguarding roles and responsibilities. The registered person must ensure that staff understand what is expected of them. This should include understanding the individual needs of residents and children.</p>	
<p>*The registered person shall prepare and implement a written child protection policy which—</p> <p>is intended to safeguard children accommodated in the residential family centre from abuse or neglect; and</p> <p>sets out the procedure to be followed in the event of any allegation of abuse or neglect.</p> <p>The procedure under paragraph (1)(b) must in particular provide for—</p> <p>liaison and co-operation with any local authority which is making child protection enquiries in relation to any child accommodated in the residential family centre;</p> <p>the prompt referral to the local authority in whose area the residential family centre is situated, of any allegations of abuse or neglect affecting any child accommodated in the residential family centre. (Regulation 12 (1)(a)(b) (2)(a)(b))</p> <p>The registered person must ensure that staff administer medication as prescribed. The registered person must ensure that all staff have had relevant training in this area to ensure they understand their roles in monitoring medication processes.</p> <p>The registered person must also ensure that staff understand the steps to take when children have not been administered medication as prescribed.</p> <p>The registered person must ensure that the administration of medication policy is reviewed. This should include management oversight of medication records.</p> <p>The registered person must ensure that there is an accurate record of medications which have been administered.</p>	<p>17 November 2024</p>

<p>The registered person must ensure that all medication is labelled with the child's details and administration instructions.</p> <p>The registered person must ensure that safeguarding incidents are reviewed by a manager and steps are taken to address shortfalls identified in staff practice.</p> <p>The registered person must review the safeguarding policy. This should include the steps that will be taken to inform the placing local authority and other relevant professionals of all safeguarding incidents.</p> <p>The registered person must ensure that the physical environment is a safe environment for the residents and children who live there.</p>	
<p>*The registered person shall establish a procedure ("the complaints procedure") for considering complaints made to the registered person by a resident or a person acting on behalf of a resident.</p> <p>The registered person shall ensure that any complaint made under the complaints procedure is fully investigated.</p> <p>The registered person shall, as far as reasonably practicable, within 28 days after the date on which the complaint is made, or such shorter period as may be reasonable in the circumstances, inform the person who made the complaint of the action (if any) that is to be taken.</p> <p>The registered person must ensure that a written record is made of any complaint or representation, the action taken in response, and the outcome of the investigation. (Regulation 20 (1) (2) (5) (6))</p> <p>The registered person must ensure that the procedure for considering complaints or a person acting on behalf of a resident is reviewed.</p> <p>This procedure should include complaints that are made verbally. This procedure should also include steps that residents or persons acting on their behalf can take if they feel unable to raise a complaint internally.</p> <p>The registered person must ensure that all complaints received are fully investigated. Where shortfalls are identified, ensure that action is taken to resolve these.</p>	<p>17 November 2024</p>

<p>The registered person must ensure that within 28 days of the complaint being received, the person who made the complaint is given an outcome in an accessible format. The registered person must also ensure that the person who made the complaint is given the steps that they can take if they are dissatisfied with the outcome of the complaint.</p> <p>The registered person must ensure a written record is made of any complaint or representation, the action taken in response, and the outcome of the investigation.</p>	
<p>The registered person shall use reasonable endeavours to ensure that the residential family centre is conducted so as to—</p> <p>promote and make proper provision for the health (including physical, mental, and emotional health) and welfare of residents;</p> <p>make such provision for the care, treatment, education, and supervision of residents as is appropriate to their age and needs.</p> <p>The registered person shall make suitable arrangements to ensure that the residential family centre is conducted—</p> <p>in a manner which respects the privacy and dignity of residents; and</p> <p>with due regard to the sex, religious persuasion, racial origin, and cultural and linguistic background and any disability of residents. (Regulation 10 (1)(a)(b) (3)(a)(b))</p> <p>This specifically relates to the registered person ensuring that staff are suitably trained to meet the health needs of families and children in line with their individual placement plans.</p> <p>Also, to the registered person ensuring that suitable arrangements are in place to ensure that families are treated with dignity in regard to their cultural and linguistic background.</p>	<p>17 November 2024</p>
<p>This paragraph applies to any person who is employed by a person other than the registered person in a position in which he may in the course of his duties have regular contact with residents.</p>	<p>17 November 2024</p>



<p>For the purposes of paragraph (1), a person is not fit to work at a residential family centre unless—</p> <p>full and satisfactory information is available in relation to him in respect of each of the matters specified in Schedule 2. (Regulation 16 (2) (3)(d))</p> <p>This specifically relates to the registered person ensuring that safer recruitment checks are completed before staff start working in the centre.</p>	
<p>The registered person shall maintain in respect of each family accommodated in the residential family centre a record which—</p> <p>is kept up to date. (Regulation 19 (1)(b))</p> <p>This specifically relates to ensuring that children’s records contain current information and identify children’s known needs.</p> <p>Also, to the registered person ensuring that all families have access to their records in a format which is accessible to them.</p>	<p>17 November 2024</p>
<p>If, in relation to a residential family centre, any of the events listed in column 1 of the table in Schedule 5 takes place, the registered person shall without delay notify the persons indicated in respect of the event in column 2 of the table.</p> <p>The registered person shall without delay notify the parent accommodated in the residential family centre with a child of any significant incident affecting the child’s welfare unless to do so is not reasonably practicable or would place the child’s welfare at risk. (Regulation 26 (1) (2))</p> <p>This specifically relates to ensuring notifications are made to all relevant parties, including placing local authorities and Ofsted, within 24 hours of a significant incident.</p>	<p>17 November 2024</p>

\*These requirements are subject to a compliance notice.

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and parents 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 Residential Family Centre Regulations 2002 and the national minimum standards.

## **Residential family centre details**

**Unique reference number:** 2483425

**Responsible individual:** Deborah Scott

**Registered manager:** Post vacant

## **Inspectors**

Sally Griffiths, Social Care Inspector

Leanne Carr, Social Care Inspector

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