

2649743

Registered provider: Esland North Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home was registered in March 2022 and is run by a private company. It provides care for one child with emotional and social difficulties.

There is an interim manager in place. A new manager is due to start in November 2022.

Inspection dates: 14 and 15 September 2022

Overall experiences and progress of children and young people, taking into account	requires improvement to be good
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How well children and young people are helped and protected	requires improvement to be good
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The effectiveness of leaders and managers	inadequate
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The children's home is not yet delivering good help and care for children and young people. However, there are no serious or widespread failures that result in their welfare not being safeguarded or promoted.

Date of last inspection: not applicable

Overall judgement at last inspection: not applicable

Enforcement action since last inspection: not applicable

Recent inspection history

Inspection date	Inspection type	Inspection judgement
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Not previously inspected		
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Inspection judgements

Overall experiences and progress of children and young people: requires improvement to be good

There is one child currently living at the home. The home is welcoming and well-decorated. The child's bedroom is personalised and furnished to a good standard.

Staff support the child's health needs. This includes support provided by the organisation's psychologist. The child is registered with all of the primary healthcare services. Staff help the child to make healthier food choices.

The staff support the child to see his family. This allows the child to maintain important relationships in his life and helps with his sense of identity.

The child has a detailed care plan which contains current information. However, some of the language used in the plan is not child-friendly and does not help the child to understand what his aims and goals are.

Staff have built good relationships with the child. However, there is not a full staff team in place and staff from other homes within the company work at this home. This affects opportunities for the child to build and sustain positive relationships and has affected his continuity of care.

The staff support the child to enjoy hobbies and interests. The child has the opportunity to go out on day trips and attend activities, giving him a range of positive experiences.

The child is making limited progress in education, and a school place has not yet been identified. Some action has been taken to address this. However, managers do not challenge partner agencies to ensure that they are working together to meet the child's education needs.

The child's case records do not include all the information that staff should have about the child. This is particularly in relation to local authority and education documents. The absence of information hinders leaders' ability to demonstrate how care planning supports children to make progress against the placing authority's expectations.

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

Risk assessments are detailed but not all risk levels are up to date. This means staff do not have an understanding of the current risks they need to manage. Some documents contain conflicting information, which resulted in staff giving different accounts when asked by the inspector how they would manage risks.

There has been one occasion where risk assessments were not followed by staff. The incident led to the local authority initiating a child protection enquiry. The staff members did not report the concerns to the manager. Appropriate action was taken by the manager when he became aware of the incident. However, not all strategies identified to ensure that this does not reoccur have been put into place.

Staff manage challenging behaviour effectively and encourage the child to reflect on his behaviour in a constructive and supportive way. Inappropriate behaviour is challenged or de-escalated. Staff reinforce clear boundaries and provide daily routines for the child.

A consequence for negative behaviour has been used on one occasion. This was not recorded, which means that the child did not have an opportunity to understand why it was put in place. The manager had no oversight of the incident, which is a missed opportunity to evaluate the effectiveness of behaviour-management strategies.

Managers recruit new staff safely. Staff are thoroughly vetted and assessed before any appointment is confirmed. These safer recruitment procedures make sure that children are protected by preventing unsuitable adults from working in the home.

Children live in a home that is physically safe and secure. Staff complete regular health and safety checks and follow a range of safety procedures to protect children from potential hazards.

The effectiveness of leaders and managers: inadequate

The home has had several changes of manager since it was registered. The current manager is working in the home on an interim basis until a new manager starts later this year. The changes in management have hindered progress in achieving the aims of the child's care plan, particularly in relation to his education.

There is a good training programme in place to provide staff with the necessary skills to meet the complex and challenging needs of the child. However, only one staff member has a relevant residential childcare qualification.

When agency staff are used, they are not always inducted to the home. Some agency staff have not received training specific to the child's needs. This fails to adequately equip these staff to meet the child's needs and potentially increases the risk of harm to the child.

All staff receive supervision. However, the quality of this is not consistent as meaningful reflection on staff's practice does not always take place.

The manager needs to record the actual hours worked by staff, including the manager and agency workers, on staff rosters in accordance with regulation. This is also to ensure that accurate records are kept in case there are any safeguarding concerns.

Regular changes in management mean that there are gaps in the overall monitoring and review systems. This weakens the analysis and evaluation of the care provided for the child and how this affects the child's outcomes.

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, the 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, the registered person must, and must ensure that staff— seek to involve each child's placing authority effectively in the child's care, in accordance with the child's relevant plans; seek to secure the input and services required to meet each child's needs; if the registered person considers, or staff consider, a placing authority's or a relevant person's performance or response to be inadequate in relation to their role, challenge the placing authority or the relevant person to seek to ensure that each child's needs are met in accordance with the child's relevant plans; and seek to develop and maintain effective professional relationships with such persons, bodies or organisations as the registered person considers appropriate having regard to the range of needs of children for whom it is intended that the children's home is to provide care and accommodation. (Regulation 5 (a)(b)(c)(d)) This is specifically in relation to challenging the local authority about the delay in securing education provision.	20 December 2022
The protection of children standard is that children are protected from harm and enabled to keep themselves safe. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;	20 December 2022

have the skills to identify and act upon signs that a child is at risk of harm; understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person; take effective action whenever there is a serious concern about a child's welfare. (Regulation 12 (1) (2)(a)(i)(iii)(v)(vi)) This is particularly in relation to ensuring that risk assessments are up to date and reflect current risks. Leaders and managers should ensure that staff are aware of the risk-management strategies and follow them, and that staff report any safeguarding concerns to the manager.	
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— ensure that staff have the experience, qualifications and skills to meet the needs of each child; ensure that the home has sufficient staff to provide care for each child; ensure that the home's workforce provides continuity of care to each child; use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(c)(d)(e)(h)) This is in relation to ensuring that there are sufficient staff in the home who are experienced and qualified, and that the workforce is stable to provide continuity of care. Leaders and managers should ensure that agency staff have the correct training and induction to the home. Effective monitoring	20 December 2022

systems should be in place to drive forward improvements in the quality of care.	
The registered person must ensure that— within 24 hours of the use of a measure of control, discipline or restraint in relation to a child in the home, a record is made which includes— the name of the child; details of the child’s behaviour leading to the use of the measure; the date, time and location of the use of the measure; a description of the measure and its duration; details of any methods used or steps taken to avoid the need to use the measure; the name of the person who used the measure (“the user”), and of any other person present when the measure was used; the effectiveness and any consequences of the use of the measure; and within 48 hours of the use of the measure, the registered person, or a person who is authorised by the registered person to do so (“the authorised person”)— has spoken to the user about the measure; and has signed the record to confirm it is accurate; and within 5 days of the use of the measure, the registered person or the authorised person adds to the record confirmation that they have spoken to the child about the measure. (Regulation 35 (3)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(b)(i)(ii)(c)(iv)) This is in relation to ensuring that all consequences are recorded and that records meet with the requirements of the regulation.	20 December 2022

The registered person must maintain records (“case records”) for each child which— include the information and documents listed in Schedule 3 in relation to each child. (Regulation 36 (1)(a)) This is specifically in relation to ensuring that the child’s local authority’s care plan, review minutes and personal education plan are on file.	20 December 2022
Schedule 4 sets out the other information that the registered person must keep in relation to a children’s home. The registered person must— maintain in the home the records in Schedule 4. (Regulation 37 (1) (2)(a)) This is in relation to the manager ensuring that all hours that all staff, including the manager and agency staff, have worked are recorded on rosters.	20 December 2022

Recommendation

- The registered person should ensure that staff supervision enables staff to reflect on their own feelings and behaviour and how their feelings and behaviour may affect the children they care for. (‘Guide to the Children’s Homes Regulations, including the quality standards’, page 39, paragraph 8.15)

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: 2649743

Provision sub-type: Children's home

Registered provider: Esland North Limited

Registered provider address: Esland Limited, Suite 1 & 5, Riverside Business Centre, Foundry Lane, Milford, Belper DE56 0RN

Responsible individual: Matthew Perrett

Registered manager: Post vacant

Inspector

Rachael Crook, Social Care Inspector

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