

2649743

Registered provider: Esland North Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

The home is owned by a private provider. It provides care for one child who may have social and emotional difficulties.

Since the last inspection, one child has moved out and one child has moved into the home.

There is currently no manager in post. The home is being overseen by the area manager and the responsible individual.

Inspection dates: 20 and 21 August 2025

Overall experiences and progress of children and young people, taking into account	good
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How well children and young people are helped and protected	good
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The effectiveness of leaders and managers	good
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The children's home provides effective services that meet the requirements for good.

Date of last inspection: 21 January 2025

Overall judgement at last inspection: good

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
21/01/2025	Full	Good
14/11/2023	Full	Good
14/09/2022	Full	Requires improvement to be good

Inspection judgements

Overall experiences and progress of children and young people: good

Children are supported by staff to make good progress. Staff build positive relationships with children, which builds a firm foundation for them to explore their individual identity. Children grow in confidence, cared for by a dedicated team.

Children's moves in and out of the home are extremely well planned. This helps them to feel less anxious about the changes they are experiencing. The child who recently moved into the home is settling in well and developing a sense of belonging, with the support of the staff.

Staff enthusiastically support children to try new activities. They follow the interests of the children while promoting their physical and mental well-being. The child currently living at the home enjoys baking, artwork, going to the gym and building dens with staff. Children build their self-esteem while they learn how to care for their physical and emotional health.

Children have positive educational experiences. Staff build firm communication links with education professionals and promote the importance of education to children. When children struggle to go to school, staff find alternative ways to ensure the children are developing essential skills through activities. Children take part in learning that is fun and captures their interest.

Staff welcome children's family members into the home. Relatives frequently visit the children to spend time with them. Children enjoy being able to relax in their home with the people who are important to them.

Staff understand the importance of building trusting relationships with children. They listen to the children with patience and speak to them with warmth. However, under the previous leadership of the home, strategies to promote positive behaviour were not always in line with the provider's therapeutic ethos. Although this did not limit the progress of the child living at the home at that time, it unnecessarily restricted some of their food choices and they were set expectations which were unrealistic for their age and understanding.

The use of negative consequences for children in the home is minimal. Staff use alternative strategies to support children to make positive choices. However, the previous managers did not ensure that all negative consequences were recorded consistently. Although this has now been addressed, this was a missed opportunity to ensure that behaviour management strategies were effective and fair for children.

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

Staff know how to keep children safe. When children are upset or frustrated, staff respond to them calmly and patiently. Their skilled approach to de-escalation means that incidents for children are rare.

Staff understand and follow the organisation's safeguarding policies. When staff had concerns relating to the leadership of the home, they used the confidential helpline commissioned by the provider to alert senior managers. This proactive approach to safeguarding ensures that children are cared for by people who are safe and prioritise their welfare.

Staff are provided with the opportunity to take part in training in line with the children's specific needs. Staff are continuously developing their skills to safely manage risks for children.

Staff are skilled in holding conversations about key issues with children. They talk to them about risks, for example when using social media, so they can develop strategies to keep themselves safe. Children are learning about the risks in their wider environment, with the help of those caring for them.

The effectiveness of leaders and managers: good

Following a full investigation, there have been significant changes to the leadership of the home. The previous registered manager and two senior staff are no longer employed by the provider, and the previous responsible individual left the organisation before the investigation took place. The management of the home is currently being overseen by the regional support manager and new responsible individual/area manager. They have made significant changes to address the shortfalls that had been identified. They have a positive presence in the home and staff hold them in high regard.

Staff have a clear understanding of their roles and responsibilities. The regional support manager and responsible individual/area manager have developed the skills of staff so they can work together to overcome any challenges they experience. The newly appointed senior staff receive additional coaching and are delegated duties to develop their management skills. The child lives in a home where staff are highly motivated to improve their care.

Managers hold regular team meetings where staff are encouraged to evaluate the strategies they use. Additionally, staff meet with the therapist commissioned by the provider each month to advance their therapeutic practice. This ensures that their care is consistent and attuned to the children's needs.

Staff supervisions and appraisals are held consistently by managers. Staff reflect on their own practice and identify actions to address areas for development. However, not all staff appraisals use the feedback gathered from professionals and the children in the

home. This is a missed opportunity for staff to understand alternative perspectives to develop their care of the children.

Previous managers in the home did not provide staff with leadership that was consistently in line with the provider's ethos set out in the statement of purpose. This led to the care of children not always following a trauma-informed approach. Although this has now been addressed, there were missed opportunities by senior leaders to ensure their oversight identified concerns at an earlier point.

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
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— 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; 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. use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(a)(f)(h)) In particular, the registered person must ensure that the home is managed in line with the ethos set out in the statement of purpose, and the care of children is trauma informed and focused on their well-being. Any shortfalls in the management of the home must be identified and addressed at the earliest opportunity so the welfare of the child is not negatively impacted.	3 October 2025
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust;	3 October 2025

positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— strive to gain each child’s respect and trust. (Regulation 11 (1)(a)(c) (2)(a)(viii)) Specifically, the registered person must ensure that expectations set for children are trauma informed and appropriate for their age and development.	
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	3 October 2025

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)(viii)(b)(i)(ii)(c)(iv))

The registered person must ensure that all measures of control are clearly recorded and fully evaluated to ensure that they are in line with the provider's behaviour management policies.

Recommendation

- The registered person should ensure that annual staff appraisals take into account, where reasonable and practical, the views of other professionals who have worked with the staff member over the year and of children in the home's care. ('Guide to the Children's Homes Regulations, including the quality standards', page 61, paragraph 13.5)

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 Ltd, Suite 1 & 5, Riverside Business Centre, Foundry Lane, Milford, Belper DE56 0RN

Responsible individual: Louise Rhodes

Registered manager: Post vacant

Inspector

Sarah Gilbert, Social Care Regulatory Inspector

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