

2519260

Esland North Limited

Monitoring visit

Inspected under the social care common inspection framework

Information about this children's home

This children's home is privately owned and provides care and accommodation for three children. According to the statement of purpose, this home is for three children who are experiencing emotional and behavioural difficulties and/or have learning disabilities.

The manager was registered with Ofsted in 2019.

Inspection date: 8 December 2020

This monitoring visit

On 4 December 2020 Ofsted received specific concerns relating to the leadership and management of the home, the safeguarding of three children, suitability and sufficiency of staff, and behaviours of children and damage to the home. Ofsted immediately followed up these concerns with the provider and placing authority, and in response received assurances of the steps taken to ensure the immediate safety of the children.

Ofsted reviewed records relating to the concerns and liaised with the social workers responsible for the children living in the home. Because of the findings from this off-site inspection activity, an urgent on-site inspection was carried out.

During the monitoring visit, serious weaknesses were identified that placed the children at significant risk of harm. The provider had recognised the seriousness of the situation and begun to take steps to identify an alternative home for one child who had recently moved in. This child moved out on the day of the visit and Ofsted issued a restriction notice.

Leaders and managers failed to evaluate sufficiently the impact of a third child moving into the home on the other children already living there. A poor matching decision was made that has significantly affected the stability of the home and the well-being of the children. This is the second serious matching error this year, with

the provider not demonstrating sufficient learning from the previous matching decision and the negative impact on the long-term residents.

Staff have been unable to safely respond to the current new child's behaviour, resulting in children and staff being assaulted and injured. This has included staff being grabbed, punched and bitten and children being hit and racially taunted.

Incidents have resulted in damage to the home, including broken windows and damage to children's bedroom walls. Staff were instructed to call the police during one incident. This response was unreasonable and excessive. This same poor practice was identified at the monitoring visit in July 2020, however, on this occasion no arrests were made.

Staffing arrangements are fragile. Both the manager and deputy manager have resigned from their posts, and agency and bank staff are regularly working in the home. A member of staff described the current situation in the home as 'horrendous'.

Leaders and managers have not ensured that children are consistently provided with sufficiently good care, routines or stability. For example, the children have on occasion been awake throughout the night because of incidents. This means the children's ability to engage in meaningful education and activities is compromised. One child shared with the inspector their upset from witnessing their home being damaged and adults who look after them being assaulted and called names.

Leaders and managers have failed to monitor, review and report a safeguarding incident in line with statutory requirements or in a timely manner. In addition, leaders and managers have not notified Ofsted of the seriousness of the incidents that have occurred in the past month, in accordance with the regulations.

Three requirements made at the assurance visit in September 2020 will remain in place. This is because of insufficient evidence to demonstrate that they have been met. A further five requirements are made because of the serious and widespread failings identified during this visit.

Leaders and managers are aware of the serious failings and have provided assurances to Ofsted in the form of an action plan. Ofsted will undertake monitoring inspections to review the actions that leaders and managers take to comply with the requirements of the regulations and the restriction notice.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
29/10/2019	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 quality and purpose of care standard is that children receive care from staff who—</p> <p>provide personalised care that meets each child's needs, as recorded in the child's relevant plans, taking account of the child's background. (Regulation 6 (1)(iv))</p> <p>In particular, the provider should ensure that young people's plans are regularly updated and contain relevant information to support staff in meeting the needs of children.</p>	1 November 2020
<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>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</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. (Regulation 13 (2)(a)(c)(f)(g)(i)(ii))</p> <p>In particular, the provider should ensure procedures are in place to respond to complaints from children.</p>	1 November 2020

<p>The requirements are that—</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (5)(d))</p> <p>In particular, the provider must ensure that all potential employees provide a full employment history and dates of employment are cross referenced with the dates supplied by references.</p>	<p>1 November 2020</p>
<p>The quality and purpose of care standard is that children receive care from staff who—</p> <p>understand the children’s home’s overall aims and the outcomes it seeks to achieve for children;</p> <p>use this understanding to deliver care that meets children’s needs and supports them to fulfil their potential.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>understand and apply the home’s statement of purpose;</p> <p>ensure that staff—</p> <p>understand and apply the home’s statement of purpose;</p> <p>help each child to understand and manage the impact of any experience of abuse or neglect;</p> <p>provide to children living in the home the physical necessities they need in order to live there comfortably;</p> <p>provide to children personal items that are appropriate for their age and understanding; and</p> <p>ensure that the premises used for the purposes of the home are designed and furnished so as to—</p> <p>meet the needs of each child; and</p> <p>enable each child to participate in the daily life of the home; and</p> <p>The conditions are—</p>	<p>8 January 2021</p>

<p>that the care is approved, and kept under review throughout its duration, by the placing authority;</p> <p>that the care meets the child's needs;</p> <p>that the care is delivered by a person who—</p> <p>has the experience, knowledge and skills to deliver that care. (Regulation 6 (1)(a)(b) (2)(a)(b)(i)(ii)(v)(vii)(viii)(c)(i)(ii) (3(a)(b)(c)(i))</p>	
<p>The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on—</p> <p>mutual respect and trust;</p> <p>an understanding about acceptable behaviour; and</p> <p>positive responses to other children and adults.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>meet each child's behavioural and emotional needs, as set out in the child's relevant plans;</p> <p>help each child to develop socially aware behaviour;</p> <p>encourage each child to take responsibility for the child's behaviour, in accordance with the child's age and understanding;</p> <p>help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;</p> <p>communicate to each child expectations about the child's behaviour and ensure that the child understands those expectations in accordance with the child's age and understanding;</p> <p>that staff</p> <p>help each child to understand, in a way that is appropriate according to the child's age and understanding, personal,</p>	<p>8 January 2021</p>

<p>sexual and social relationships, and how those relationships can be supportive or harmful;</p> <p>help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship;</p> <p>strive to gain each child's respect and trust;</p> <p>understand how children's previous experiences and present emotions can be communicated through behaviour and have the competence and skills to interpret these and develop positive relationships with children;</p> <p>are provided with supervision and support to enable them to understand and manage their own feelings and responses to the behaviour and emotions of children, and to help children to do the same;</p> <p>de-escalate confrontations with or between children, or potentially violent behaviour by children;</p> <p>understand and communicate to children that bullying is unacceptable; and</p> <p>have the skills to recognise incidents or indications of bullying and how to deal with them; and</p> <p>that each child is encouraged to build and maintain positive relationships with others. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(vii)(viii)(ix)(x)(xi)(xii)(xiii)(b))</p>	
<p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>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;</p> <p>help each child to understand how to keep safe;</p>	<p>8 January 2021</p>

<p>have the skills to identify and act upon signs that a child is at risk of harm;</p> <p>manage relationships between children to prevent them from harming each other;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm;</p> <p>that the premises used for the purposes of the home are designed, furnished and maintained so as to protect each child from avoidable hazards to the child's health (Regulation 12 (1) (2)(a)(i)(ii)(iii)(iv)(v)(vi)(b)(d))</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>ensure that staff work as a team where appropriate;</p> <p>ensure that staff have the experience, qualifications and skills to meet the needs of each child;</p> <p>ensure that the home has sufficient staff to provide care for each child;</p> <p>ensure that the home's workforce provides continuity of care to each child;</p>	<p>8 January 2021</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>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)(b)(c)(d)(e)(f)(g)(i)(h))</p>	
<p>The registered person must notify HMCI and each other relevant person without delay if—</p> <p>there is an allegation of abuse against the home or a person working there. (Regulation 40 (4)(c))</p>	8 January 2021

Information about this inspection

The purpose of this visit was to monitor the action taken and the progress made by the children's home since its last Ofsted inspection.

This inspection was carried out under the Care Standards Act 2000.

Children's home details

Unique reference number: 2519260

Provision sub-type: Children's home

Registered provider: Esland North Limited

Registered provider address: Esland Ltd, Suites 1 & 5 Riverside Business Centre, Foundry Lane, Milford, Belper, Derbyshire DE56 0RN

Responsible individual: James Barlow

Registered manager: Megan Smith

Inspector

Linda Bond, Social Care Inspector

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