

# 1253008

Registered provider: Esland North Limited

Interim inspection

Inspected under the social care common inspection framework

## **Information about this children's home**

This home is owned and managed by a private provider. It is registered to provide care and accommodation for up to two children who may have emotional and/or social difficulties.

The manager registered with Ofsted in February 2021.

**Inspection date: 13 January 2022**

**Date of last inspection:** 26 July 2021

**Judgement at last inspection:** requires improvement to be good

**Enforcement action since last inspection:** none

## **This inspection**

### **The effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection**

This home was judged requires improvement to be good at the last full inspection.

At the interim inspection, Ofsted judges that it has sustained effectiveness. Five requirements under regulation 12, 13, 14, 21 and 35 are to be reissued. No recommendations are to be made.

Children's overall experiences of living in the home are variable.

Care plans and risk assessments are clear, comprehensive and well written. They are child focused and child centred. They provide a good understanding of the child's needs, both historical and current. The provider has clear behaviour support plans that assess the child's risk of harm. Plans and risk assessments are reviewed as behaviours change and new risks emerge. Staff are aware of the contents of the care plans and assessments and are trained in the model of care on which the plans are based. However, there is a lack of flexibility in the day-to-day care arrangements to adapt to the changing needs and risks identified in the children's plans. This means that the provider cannot safely meet the needs of all children, meaning that some children are experiencing further placement breakdowns likely to be detrimental to their well-being.

Some children have trusted and secure relationships with some staff, but there has continued to be instability in the staff team with the need to use agency staff or staff from other homes to cover. This means that children are not always being cared for by a consistent and trusted adult.

The home is welcoming and decorated to a good standard and there was evidence of children's personal belongings, thus increasing their sense of identity in their home. Young people are involved in decisions about how their rooms are decorated and have their own personal space in the home. However, there have been repeated incidences of staff locking internal doors and denying young people's access to all areas of their home. This is not being undertaken in line with regulations and creates an institutionalised environment.

When new children are admitted to the home, an impact risk assessment is completed. When possible, introductory visits take place to enable the child to meet staff and see the home. The views of the children in the home and the views of staff are considered as part of the matching process. The children's presenting needs at admission are in line with the home's statement of purpose. However, despite this, recent matching decisions have not been effective, and children placed in the home continue to experience placement breakdown and further disruption to their lives.

The manager is visible in the home and spends time with the children, and reviews the records relating to children. However, not all staff have been debriefed following physical interventions with children. This does not afford staff with the opportunity to reflect on incidents and consider alternative strategies. The manager has not yet developed robust auditing and performance processes. This lack of management oversight means that the provider is unable to identify deficits in the quality of care being provided and to understand the impact this has on the progress that children are making.

Staff have completed mandatory training, and the manager has been proactive at sourcing additional training in line with the home's statement of purpose and the identified needs of the children placed in the home. A new training matrix allows the manager to keep track of staff training. However, staff development and individual training needs are not discussed within supervision or in team meetings, meaning that staff are not provided with the opportunity to discuss what they need to do their job well. Monthly meetings with the provider's clinical team discuss the children's progress and provide an opportunity to improve the team's knowledge and skills for working with individual children. However, children are not discussed within supervision, meaning that staff are not provided with consistent opportunities to reflect on a one-to-one basis about their practice and care with children.

The provider completes an assessment of the location of the home and considers potential risks and the measures required to help protect children. These are updated when new children are admitted to the home.

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
26/07/2021	Full	Requires improvement to be good
18/02/2020	Full	Good
31/10/2018	Full	Outstanding
07/11/2017	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 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>have the skills to identify and act upon signs that a child is at risk of harm;</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. (Regulation 12 (1) (2)(a)(i)(iii)(b))</p>	14 February 2022
<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 the home's workforce provides continuity of care to each child; and</p>	14 February 2022

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)(e)(h))	
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children's home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that arrangements are in place to—</p> <p>manage and review the placement of each child in the home; and</p> <p>that each child's relevant plans are followed. (Regulation 14 (1)(a)(b) (2)(b)(ii)(c))</p>	14 February 2022
<p>The registered person must ensure that—</p> <p>the privacy of children is appropriately protected;</p> <p>children can access all appropriate areas of the children's home's premises and;</p> <p>any limitation placed on a child's privacy or access to any area of the home's premises—</p> <p>is intended to safeguard each child accommodated in the home;</p> <p>is necessary and proportionate;</p> <p>is kept under review and, if necessary, revised; and</p> <p>allows children as much freedom as is possible when balanced against the need to protect them and keep them safe. (Regulation 21 (a)(b)(c)(i)(ii)(iii)(iv))</p>	14 February 2022
The registered person must prepare and implement a policy ("the behaviour management policy") which sets out—	14 February 2022

how appropriate behaviour is to be promoted in the children's home; and

the measures of control, discipline and restraint which may be used in relation to children in the home.

The registered person must ensure that—

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 (1)(a)(b) (3)(b)(i)(ii)(c))

## Information about this inspection

This inspection focused on the effectiveness of the home and the progress and experiences of children and young people since the most recent full 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:** 1253008

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

**Registered provider:** Esland North Limited

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

**Responsible individual:** Kerry Morley

**Registered manager:** Kerry Swales

## Inspectors

Victoria Horsfield, Social Care Inspector  
Louise Hollick, Social Care Inspector

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