

1244117

Registered provider: Caldecott Foundation Limited

Full inspection

Inspected under the social care common inspection framework

Information about this children's home

This home is owned and operated by a charitable organisation. It provides care for up to five children who may have social and emotional difficulties. Three children were living in the home at the time of the inspection. These children contributed to the inspection.

The manager registered with Ofsted in August 2019.

Inspection dates: 14 and 15 January 2025

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	requires improvement to be good
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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: 7 March 2024

Overall judgement at last inspection: outstanding

Enforcement action since last inspection: none

Recent inspection history

Inspection date	Inspection type	Inspection judgement
07/03/2024	Full	Outstanding
28/02/2023	Full	Good
22/03/2022	Full	Good
19/08/2019	Full	Requires improvement to be good

Inspection judgements

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

There have been significant changes to staff turnover throughout the inspection period. Two children who have lived in the home for a long time, have moved out. Staff have struggled to effectively support children to manage the feelings that these changes have evoked. This has negatively affected children's progress and experiences.

One child has made progress since moving to the home. They are now able to join in with the rest of the home and eat a meal at the table using cutlery. They have enrolled at a local primary school and have very good attendance. Solid routines have supported the child to improve their oral and personal hygiene. However, the other children's progress has regressed in certain areas.

The home feels warm and welcoming. However, one child's bedroom smelt unhygienic, and staff were unaware of this. The child's room did not have curtains or a blind to offer privacy, and their walls were bare. The manager suggested that this was because the child wanted their room this way; however, there was no evidence of this. Day-to-day cleaning tasks have been overlooked, so some areas of the home need more care. The other children's bedrooms were personalised, although some damage to furniture has not been addressed.

Children were observed to have positive and meaningful relationships with staff. A member of staff spoke about feeling privileged to share Christmas day with the children and gave examples of feeling like a family in the home.

When children move into the home, the manager ensures that staff have a good understanding of children's needs. When children move out of the home, helpful plans are formulated with the other professionals involved, to make sure that children get the right support to make the transition as smooth as possible.

Children see their families, in line with their plans. This is supported by staff. Parents shared their gratitude for the support around seeing their children, and felt that this has enabled their time with their children to progress in a positive way.

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

Incidents, and the need for children to be held, have increased towards the end of this inspection period. When children are held, this is proportionate. However, there have been incidents where staff have lacked the de-escalation skills to appropriately support children. If staff had these skills, they may have prevented the need for children to be held so often. Detailed conversations with adults and children have taken place after some incidents. However, more recently, when physical intervention has increased,

conversations have been less detailed, not reflective and not captured children's voices. This has prevented learning, so that incidents may reduce.

Risk assessments and plans to support children are not appropriately updated and, therefore, do not contain all relevant risks for children. Strategies to manage risks or behaviours are not clear. There is little evidence that staff have a good understanding of how to support children during a crisis. Children's plans lack their voice, and there is no understanding of how children can be supported to achieve progress or how staff can mitigate risks and prepare children for their next steps.

Staff do not respond appropriately when children leave the home without staff. One child does not have a plan or risk assessment in place for when they leave the home. This is despite this happening on three occasions. Another child's plan was not followed when they were out of the home, without staff, for over an hour.

Bedroom door alarms are in place for all children living in the home. This is not regularly reviewed to ensure that it is proportionate. It is not clear what needs to happen so that bedroom door alarms can be safely removed. Therefore, this work is not taking place.

Consequences are not always proportionate, meaningful or restorative. Some of the language used in children's records is disproportionately punitive.

Allegations are managed appropriately. When there has been a pattern of unfounded allegations, multi-agency plans have been developed to make sure that children are safeguarded and a proportionate response to the allegation is provided.

The effectiveness of leaders and managers: requires improvement to be good

There are not enough staff recruited to work in the home. Some gaps in the rota have been filled by staff from other homes. Other shifts have been covered by the registered manager and the responsible individual. However, this has had a negative impact on the management oversight of the home.

The manager's systems of oversight are not being used effectively. Weekly monitoring has not been recorded since November and monthly monitoring has not been recorded since October. Children's records are not updated in a timely way. One child's plan has not been updated since May 2024, and another since July 2024.

Staff are not receiving consistent support from management. This lack of support is contributing to issues in retaining staff. The supervision of staff is inconsistent in frequency and quality, including during inductions of new staff. Team meetings do not happen regularly, with only three taking place over the last seven months. When team meetings have happened, two out of three have been called 'brief' in the minutes.

When new staff are recruited permanently, the relevant checks take place. Some staff are employed on a temporary to permanent basis through an agency. These checks are

also thorough. However, one member of staff who had a driving offence, did not have a relevant risk assessment in place, in line with the home's own policy.

What does the children's home 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 Children's Homes (England) Regulations 2015 and the 'Guide to the Children's Homes Regulations, including the quality standards'. The registered person 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— 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; 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; demonstrate that practice in the home is informed and improved by taking into account and acting on— feedback on the experiences of children, including complaints received; and 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)(f)(g)(ii)(h))	21 March 2025
The protection of children standard is that children are protected from harm and enabled to keep themselves safe.	21 March 2025

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; help each child to understand how to keep safe; 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; and 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)(ii)(iii)(v)(vi)(b))	
The positive relationships standard is that children are helped to develop, and to benefit from, relationships based on— mutual respect and trust; an understanding about acceptable behaviour; and positive responses to other children and adults. In particular, the standard in paragraph (1) requires the registered person to ensure— that staff— meet each child’s behavioural and emotional needs, as set out in the child’s relevant plans; help each child to develop and practise skills to resolve conflicts positively and without harm to anyone;	21 March 2025

help each child to develop the understanding and skills to recognise or withdraw from a damaging, exploitative or harmful relationship; strive to gain each child's respect and trust; 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; 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; de-escalate confrontations with or between children, or potentially violent behaviour by children. (Regulation 11 (1)(a)(b)(c) (2)(a)(i)(iv)(viii)(ix)(x)(xi))	
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— 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. (Regulation 35 (3)(a)(v)(vii))	21 March 2025

Recommendations

- The registered person should ensure that children's bedrooms are cleaned regularly and furnished appropriately. Wear and tear, as well as damage, must be addressed in a timely way. (Guide to Children's Homes Regulations, including the quality standards, page 16, paragraph 3.19)

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: 1244117

Provision sub-type: Children's home

Registered provider: Caldecott Foundation Limited

Registered provider address: Caldecott House, Hythe Road, Smeeth, Ashford, Kent
TN25 6SP

Responsible individual: Kevin Gore

Registered manager: Rebecca Bush

Inspectors

Joanna Beal, Social Care Inspector
Angela Ross, Social Care Inspector

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