



The Acorns-Innovative Solutions-Positive Outcomes”

STATEMENT OF PURPOSE



Baydale House

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www.acorncare.org.uk

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INTRODUCTION

This ***Statement of Purpose*** is written in accordance with the regulatory requirements of the Children Act 1989, the Children's Home Regulations (England) 2015 and the Care Standards Act 2000 (updated 2014).

Reference is also made within the statement to a series of Acorn Care policy documents, which can be read in conjunction with this statement. These are all available in full at Baydale House Children's Home.

A copy of this statement of purpose is provided to the HMCI/Ofsted and is also available upon request for inspection by: -

- Each person who works at Baydale House Children's Home.
- Each child provided with accommodation at Baydale House Children's Home or a child that is being considered to reside within the home.
- All parents (or persons with parental responsibility) of any child provided with accommodation at Baydale House Children's Home.
- The placing Authority or Agency of any child provided with accommodation at Baydale House Children's Home.

Quality and Purpose of Care

1. Statement of Needs

Baydale House provides care and accommodation for up to 5 young people with no gender restrictions, Baydale House may also admit children and young people on an emergency basis that may be in a crisis; wherever possible all admissions will be managed in a way to minimise the anxiety to the child/young person being admitted, and for the young people already in placement at Baydale House at that time.

2a. Ethos and Values of the Home

The Staff Team work to ensure that the following ethos and values are an integral part of life at Baydale House:

- The young person's welfare and needs are at the centre of their care, providing a happy, safe, and healthy environment to enable them to develop, thrive and reach their full potential.
- Treat each child / young person with Dignity and Respect.
- Young people will feel nurtured and valued. Each child will be treated as an individual and will benefit from a supportive and homely environment to enable them to express and build upon their talents, strengths, and capabilities, with a wide range of opportunities to develop life skills, learning, and to build on their aspirations for the future.

The staff teams work with the child or young person, social workers, parents, and carers to help achieve this.

- Children and young people are entitled to grow up in a caring environment that can meet their developmental needs, as well as nurturing and supporting their emotional and physical wellbeing. This is paramount to our service delivery at Baydale House.
- Every young person should have their wishes and feelings listened to and considered. They are always encouraged to have a voice. Children and young people at Baydale are encouraged to attend their own children's meetings, engage in their reviews, and meet with their independent reviewing officer, and to speak to the staff team at any time without judgement.
- Each young person should be valued and respected as an individual and given personalised support in line with their individual needs and background to develop their identity, self-confidence and self-worth.

- The young people are supported with the opportunity to maintain or build relationships with birth parents and their extended family in accordance with their care plans. They are also encouraged and supported to build and sustain relationships with family, friends, and the wider community.

2b OUTCOMES for Young People

- ◆ **Increased Stability in Placement** - Baydale House staff pride themselves on working closely with the young person, the placing authority, and all professionals involved in the young person's care to support their placement and prevent it breaking down.
- ◆ **Reduction in Behavioural Concerns** – Any significant change in our young people's individual behaviour is recorded. Staff monitor and track any patterns, and work with the young people on developing coping strategies and techniques to reduce the concerns around support behaviour. Children and young people all have individual behaviour support plans, and staff work closely with Consultant Clinical Psychologist Dr Nikki Hill, the social worker, parents and carers, and the child/young person to ensure this is a working plan which is achievable and meets their individual needs.
- ◆ **Continual Improvement with Family Contact** – Staff at Baydale work hard to promote all contact, as agreed in the Care Plan. Staff liaise with identified family members ensuring that we are consistent, informative, and supportive, we can support in supervised contact where necessary however this does need to be prearranged and dependant on availability of staff.
- ◆ **To reduce episodes of young people going missing from home** – We work in partnership with the local police and the Erase team to help the young people understand the risks associated with being missing from home. We empower the young people to make the safer choice and where possible will identify triggers and possible coping strategies to prevent missing episodes. If young people continue to go missing from the home, staff will follow guidance from the young person's individual risk assessment. Staff will use all resources available to them to locate the whereabouts of the young person or convince them to return home. When the young person returns, they will have a key-worker session and be offered food and drink, and medical assistance if needed.
- ◆ **Improvement in social inclusion** – Baydale House will encourage and support any young person to attend groups, clubs, youth centres and activities whereby the young people can positively interact with others. Activities such as going shopping, going out for meals, or taking part in sport and leisure activities alongside staff or friends, supporting and enhancing their social skills, interaction with peers and others and encouraging positive appropriate relationships.

- ◆ **Promote and improve educational attendance and attainment** – At Baydale House we believe that education is the key to better outcomes for young people. We support young people in attending appropriate education or vocational placements and link closely with their education providers. Staff will always attend parent's evenings or other school meetings, and we offer support with homework. Attendance is encouraged by ensuring that young people are ready in time and have all necessary equipment / kit. Attendance at school or college is also one of the key elements of the Baydale motivation and rewards scheme through which our young people earn additional rewards through educational achievements.

Baydale House understands the importance of education in a child or young person's life and will support any young person wishing to maintain their current education facility or school. For those with no provision in place, we will advocate and challenge local authorities to ensure the child or young person's legislative requirements are being met.

Aims and Objectives

- The overall aim of Baydale is to provide a safe, structured, and nurturing environment with a caring and homely atmosphere that is free from prejudices, and which offers the young people the opportunity to be listened to, express their wishes, needs and feelings.
- Working with each young person, we attempt to improve their self-image by creating and making best use of safe opportunities for them to learn, develop and realise appropriate levels of self-determination. We will respond to a young person's individualism by treating them with dignity and respect and reinforcing their positive behaviour.
- We maintain and support young people in promoting and developing their health, education, and emotional needs in order that they can develop to their full potential. We embrace the individuality of all our children and young people at Baydale, and with this, will support and take any step necessary to ensure that cultural, linguistic, and religious needs are fully met, respected, and promoted within the home.
- We aim to work in partnership with young people and all other significant and relevant people to achieve the best possible outcomes for the young people accommodated within the home.

3. Accommodation

Baydale House was built as a residential property, and it continues to maintain a homely, domestic, and caring environment within a residential care context. With a therapeutic and nurturing approach to supporting individuals, whilst promoting positive values alongside a wide range of activities, Baydale provides a tranquil environment for all young people 'looked after' within the home.

There is a television room with Smart TV, DVD player, computer, various other recreational equipment, books, magazines, daily newspaper, and games available for young people's use. Outings and other activities are arranged on a regular basis, including swimming, ten-pin bowling, snooker, football, and ice-skating. Young people may use their weekly pocket money towards further activities. Young people are encouraged to join local clubs, sports groups and maintain links and friendships with other young people in the community. If a young person moves into Baydale and they already take part in an activity or hobby, we will support them to continue.

All young people's bedrooms are decorated and furnished to a high standard and all bedrooms are very spacious and well equipped. Large communal rooms are located on the ground floor for recreational activities, meals, etc. There are two family bathrooms and a downstairs w/c. Each young person has a large bedroom, which is lockable, and is given his or her own key. Young people are encouraged to have personal possessions and to take pride in their home. Portable LCD TV's with built in DVD player and Firestick are in all young people's bedrooms.

3a. Baydale House has very few adaptations within the home, trying to maintain original features and remain as homely as possible. All communal areas, offices, bedrooms, and landings have been installed with fire safety equipment; emergency exit lighting has been fitted throughout the home along with smoke and heat detectors throughout.

3b. Baydale House can accommodate up to five young people, with no gender restrictions.

3c. The first floor consists of three large bedrooms for young people, an office/sleepover room for staff, and a spacious family bathroom. The top floor also has two generous sized double bedrooms for young people, and a second family bathroom.

4. Location

Baydale is in the popular West End of Darlington, close to the town and all amenities, including shopping facilities, a cinema, a theatre and the region's number one leisure venue, the Dolphin Centre: a large swimming and sports complex with an extensive range of facilities. Baydale is positioned close to the main bus routes, Baydale is within quarter of a mile of a supermarket, a post office, and a bakery. The house is also within proximity of GP surgeries, dental surgeries, and local schools.

5. Supporting Religious Beliefs and Culture

Each child or young person accommodated here at Baydale will be enabled, as far as practical, to attend services, receive instruction and maintain any dietary requirements or other observances of any religion they wish to follow. Young people will be encouraged to thrive culturally, experiencing, and engaging with their chosen culture and with alternative cultures through film and music, dance and drama, art, and food.

6. Complaints Procedure

The staff team supports the needs of young people and their families in their right to make a complaint about any aspect of their care. At Baydale we believe it is important to help young people and their families understand why the complaints procedure exists and how to use it should they ever feel it necessary to do so. We work with young people to empower them to make complaints whenever they feel their needs are not met. We also strive to ensure that young people who make complaints are not made to feel stigmatised or guilty in any way.

If a young person needs to make a complaint, a member of our team offers help. It is acknowledged, however, that a young person may need help from outside of Baydale House and therefore, young people are helped to involve a children's advocacy service.

The team endorses the view that, whenever possible, complaints should be dealt with informally and we work through issues together. At the same time, however, we acknowledge that if an informal resolution is not possible, the process of making a complaint must allow for an investigation by someone who is not directly involved in the care of the young person concerned.

On admission to the home the young people and their families are given information about the complaint's procedures, complaints forms are available throughout the home, or can be requested at any time and should be returned to:

Registered Manager
Michael Craig Cowans
Baydale House
Coniscliffe Road
Darlington
DL3 8AQ
Tel: 01325 243661
Email: ccowans@acorncare.co.uk

If the complaint is against the Homes Manager, then your complaint would be directed at:

Responsible Individual
Alan Wood
C/o 33 Kellaw Road
Darlington
Co Durham
DL1 4YA
01325 466525
Email: AWood@acorncare.org.uk

All young people and their families are made aware of their right to complain to OFSTED.

Ofsted can be contacted at the following:

**Ofsted
Piccadilly Gates
Store Street
Manchester
M1 2WD
03001231231**

Or you can complain to the Children's Commissioner at

**The Office of Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
SW1P 3BT**

Or by Telephone

Tel; 0800 528 0731 or 0207 7838330

Email.

info.request@childrenscommissioner.gov.uk

or

advice.team@childrenscommissioner.gov.uk

If you require further information on children's rights, then you can visit the website at
<https://www.childrenscommissioner.gov.uk/>

7. Arrangements for Safeguarding, Bullying and Missing Young People

Safeguarding

One of our main priorities at Baydale House is to provide a safe and empowering place for young people to live. Safeguarding protection procedures are key to keeping young people safe.

A risk assessment is undertaken with each young person, and this is regularly reviewed and monitored as part of the placement planning system. It covers all aspects of behaviour and history that might cause a risk to the young person or others. Each risk assessment contains a risk management plan, to be always followed by staff. Risk assessment and management plans are updated regularly, at statutory reviews and after specific risk events. Risk assessments are shared with placing authority social workers on completion and when reviews and updates take place.

Staff at Baydale are familiar with and adhere to child protection protocol and will be prompt in raising any child protection concern. The manager will be the responsible individual for Child Protection within the home.

Safeguarding and Child Protection is an essential part of the training for induction for all staff.

Where child protection issues identify that individual young people are at risk of significant harm, staff will follow different strategies to minimise and reduce risk as well as following the appropriate child protection procedures.

These strategies include:

- ★ Joint working with social workers, parents, CAMHs and other relevant professionals such as drug and alcohol specialists and counselling services.
- ★ Personalised support and attention
- ★ Seeking advice and support from the Acorn Care Designated Safeguarding Officer
- ★ Notification regulation 40 to OFSTED if child protection issues or significant risk events occur.

Should anyone have any concerns regarding a child or young person in Baydale house, you can contact:

The 'Responsible Individual' (as defined under current legislation), on behalf of Acorn Care (UK) Ltd, responsible for the service at Baydale House Children's Home is: -

Responsible Individual

AWood@acorncare.org.uk

C/o 33 Kellaw Road

Darlington

Co Durham

DL1 4YA

01325 466525

Registered Manager

Michael Craig Cowans

Baydale House

Coniscliffe Road

Darlington
DL3 8AQ
Tel: 01325 243661
ccowans@acorncare.co.uk

Alternatively

Darlington Children's Access Point
01325 406222

Out of Hours Emergency Duty Team
01642 524552

If you have concerns about any adults working at Baydale or for Acorn care you can contact

Development Officer and Designated Officer (LADO) (01325 405319)
designatedofficer@darlington.gov.uk

Ofsted To complain contact us at enquiries@ofsted.gov.uk or 0300 123 4666.

Countering Bullying

The staff team are aware that bullying can be present in residential care and can be detrimental for victims. Bullying behaviour is not tolerated at Baydale. We understand there is a need for constant vigilance and immediate action if it happens. There is a policy on countering bullying, which is known to children and staff and is effective in practice. The team and young people have a range of literature to help with addressing and preventing a bullying culture from developing. Furthermore, the issue of countering bullying is regularly discussed at team meetings and young people's meetings.

Arrangements when young people go missing.

The team at Baydale believes that a young person's safety and welfare are of paramount importance. It is therefore our priority to do everything possible to ensure the safe return of a young person. Young people who go missing without authority are reported to the police and the placing authority in line with our Missing from Home policy, a copy of this is available at any time from the home. The policy requires a young person to be reported missing if they have not returned or made contact at the time agreed between the young person and staff, or pre-arranged through social worker (or otherwise stated in the young person's risk assessment). All appropriate avenues are investigated prior to being reported for example friends and family contacted, local areas and friends visited by staff, once reported missing all relevant people are advised (e.g., family, Emergency Duty Team, Social worker) of unauthorised absence and advised once young person is located and returned to the home.

It is also part of the team's working philosophy that when a young person goes missing, there is a reason for this. The team therefore aims to work with young people to prevent them from going missing in future, we also work closely with The Durham ERASE team and are part of the Police Philomena Protocol.

On returning from a missing episode, a young person's safety and wellbeing is our paramount concern and staff will always check if they need medical assistance and they are offered food and drink on return. A request will be made to the respective placing authorities for an independent return from missing interview to be arranged to take place within seventy-two hours from the time of return.

Views, Wishes and Feelings

8. Consultation with Young People

Young people are consistently encouraged and supported by making decisions and choices about their individual lives as well as the way Baydale is run. We aim to consult in ways that are sensitive around any religious, ethnic, cultural, and linguistic needs. Interpreters and/or advocates can be used whenever necessary in consulting with young people. Consultation is encouraged through, for example, key worker time and young people's meetings. The views of young people's families are also considered. Children and young people are supported and encouraged to participate in Ofsted inspections, surveys, and internal and external consultations.

9a Anti-Discriminatory Policy, Promotion of Equal Opportunities

The Staff Team at Baydale works in ways that are consistent with and supportive of the Children Act 1989, Children's Homes Regulations and Quality Standards 2015, Care Standards Act 2000 and the Equality Action 2010.

The Staff Team at Baydale aims to be continually aware of the ways in which certain groups within society are disadvantaged, particularly in relation to age, gender, ethnicity, religion, class, disability, and sexual preference. Staff members challenge inappropriate language or stereotyping by young people. The team model respectful behaviour towards each other and share work and responsibilities in ways that challenge age and gender stereotypes wherever possible.

Dignity, Respect and Equality

We recognise the value of young people, their uniqueness, and personal needs. We are committed to responding to young people with dignity and respect. We aim to ensure that services are accessible. The services provided by staff at Baydale will not judge young people's circumstances or backgrounds and will support and help young people make positive choices in their lives. We will challenge, support, and encourage other people not to discriminate against others on the grounds of age, ethnicity, language, culture, gender, religious beliefs, disability, sexual preference, or sexuality.

9b Rights and Responsibilities

All children and young people living at Baydale House have a right to feel safe. They also have the right to know that their views and feelings are listened to and will be acted on as long as this is consistent with their overall welfare. Staff continually promote and support this daily.

Rights

We have a commitment to young people's rights and adhere to the values of the UN Convention on the Rights of the Child which promotes fair and equal treatment and participation. We aim to meet or exceed all the Children's Homes Regulations and quality standards 2015.

At Baydale young people have a right:

- ★ To be treated fairly
- ★ To be physically well cared for in relation to, for instance: their health, food and warmth, a clean and safe home
- ★ To have contact with their family.
- ★ To make mistakes and to expect new chances.
- ★ To have their views encouraged and considered.
- ★ To be supported in following any religion they choose.
- ★ To have choices about their own lives wherever possible.
- ★ To read what we write and record about them.
- ★ To receive care which is planned and reviewed regularly.
- ★ To complain if unhappy with the care received or offered.
- ★ To be included in and have access, with the help of staff, to their daily living files and care documents.
- ★ To have their own copies of their placement plan, statutory review and the reports from social workers and care staff, and a safe place to keep them, should they wish.
- ★ To have their own copies of other documents by negotiation.

With rights come responsibilities and therefore the team here at Baydale expect young people:

- ★ To work with us towards identified goals.

- ★ To treat themselves, other young people and staff who reside and work at Baydale with respect.
- ★ To value and look after the physical environment of Baydale House.
- ★ Not to bring into Baydale House any drugs, alcohol, or other items, which may be perceived as physically or psychologically threatening to others.
- ★ Not to hurt, threaten, bully, or frighten anyone at Baydale House.
- ★ To take part in house routines and respect house rules, for instance about bedtimes, use of TV, sharing chores.
- ★ Attend the young people's meetings.
- ★ To take responsibility for any actions, learn and rectify this where at all possible.

The team also expects parents:

- ★ To work with us towards achieving their child's goals.
- ★ To continue to offer care, support, and encouragement to their child.
- ★ To attend meetings about their child's life and support the home and identified workers in ensuring that the child's care remains appropriate.

Education

10. Supporting Special Educational Needs

At Baydale House we may have young people who have educational requirements that affect their ability to learn. For example:

- behavioural/social (e.g., difficulty making friends)
- reading and writing (e.g., dyslexia, other learning needs)
- understanding things
- concentrating (e.g., attention deficit hyperactivity disorder/ ADHD)
- physical needs such as hearing loss or visual impairment

This may result in them having special educational needs and require an Educational Health Care Plan (EHCP). If our young people have such a Plan, staff will support educational provision and liaise with the SENCO (Special Educational Needs Coordinator), to ensure needs are being met.

11. If the Home is registered as a School

Baydale House is not registered as an education provider; we have developed links with the Local Education Officer for Looked after Children, who is informed when a young person is admitted to the home. If required a meeting will be arranged to share information and risk assessment with the Local Education Officer who will consult with the placing authority and local schools to source appropriate provision.

12. Arrangements and Promotion of Education

The young people accommodated at Baydale will have a Personal Education Plan (PEP). The young people's needs and aspirations will be recorded within their placement plan if appropriate. We acknowledge the importance of education within young people's lives, and we will work in ways that support and help young people to reach their potential. We acknowledge that continuity within young people's education is of paramount importance, and we will, whenever possible, help young people to continue at the same school, college, or training program. We recognise that the school may have developed an understanding of the issues of an individual young person and therefore may form an important part of the support for an individual young person. A representative from the school is always invited to attend a young person's statutory review, to give feedback about a young person's educational attainments. Each child is given full access to educational facilities in line with their age, aptitude, needs, interests, and potential. Children have a study area in the home with resources to undertake homework tasks and are actively encouraged and supported by staff when doing so.

Enjoyment and achievement

13. Promotion of Leisure

Here at Baydale House, young people are provided with a range of opportunities and finance to take part in a variety of both group and individual activities and leisure interests, which not only consider their ethnicity, culture, language, religion, interests, and abilities, but also help to widen and deepen a young person's experience of diversity. For instance, we encourage young people to experience food, festivals, films, and books from diverse cultures.

If a young person moves into Baydale House and they already take part in an activity, club, or hobby, we will endeavor to support them to continue this.

Young people are encouraged to join the library and buy books and magazines. Newspapers are purchased weekly.

All children have ongoing access to activities, games, books, music and age-appropriate DVD's and computer games. During school breaks, holidays and outings are planned with the young people. Birthdays, Christmas, and other Festivals, as appropriate, are celebrated with young people by having birthday parties in the home,

or for special birthdays, special outings can be arranged. Young people can be involved in the Duke of Edinburgh Award Programme, which encourages teamwork, personal and social development, and the acquisition of new skills.

Health

14a Details of any therapeutic techniques used and how supervised and monitored

Baydale strives to use therapeutic approaches with all young people in placement. The staff team can consult with Dr Nikki Hill, Consultant Clinical Psychologist who is commissioned to support and advise in the plans for the young people's placements. This consultation provides the team with guidance and support in Nurturing Attachment Theory; helping staff to understand that young people may have experienced trauma, abuse, and neglect in their early lives, as well as having to cope with multiple placements following removal from their families. Dr Hill supports staff to understand the impact of these issues, and the child's initial inability to form healthy attachments with their carers. Such understanding can help us look beyond the behaviours in young people, to try and find the underlying cause more quickly, which in turn will help to calm and de-stress the young person, whilst building a more positive nurturing relationship. The consultation provides a forum for discussing and agreeing how best to respond to young people and any negative or worrying behaviour they are presenting. Importantly, it also provides a forum in which to understand any therapy that a young person may be receiving from CAMHS. We can also consult with a member of the Child and Adolescent Mental Health Service (CAMHS) if required.

Further specialists help for young people is identified, in partnership with the young people and their social workers, to ensure that young people gain access to the support they need. This includes drug and alcohol counselling, careers advice, sexual health guidance, and offending prevention services.

14b Information on effectiveness of the approach and the evidence to demonstrate.

Any attachment work conducted by Dr Hill or staff, as well as any outcome data, is recorded in each of the young person's "Clinical Care Packs." The packs contain information and evidence to support and demonstrate the effectiveness and progress of any therapeutic approaches conducted with young people. It also contains comprehensive information around the young person's feelings and thoughts about their future, a "pen picture" of the young person, strengths, and difficulties of the young person, both the young person and the carers' moods and feelings, an emotional and well-being plan, and any Psychology Consultation Summaries. Such recording gives Dr Hill the opportunity to monitor the progress of both the young people and support the staff team to continue to build their understanding and experience in developing the young person's ability to form healthy attachments.

We regard health protection and promotion of young people as an important part of our role at Baydale House. We promote good health by ensuring all children have clear written individual health care plans, which set out all their identified health needs and what has been implemented to meet their needs. The plan covers the full range of potential health needs, including physical, emotional, and sexual health.

Baydale House evidence the effectiveness of its approach to health care via the young people's Health Care Plans, which are reviewed and updated on a regular basis, along with auditing via an 'Independent Person' – Regulation 44 and monthly managers reports carried out and contributing to the Regulation 45 report. Both of which are regularly sent to HMCI/Ofsted and are available upon request to identified parties, along with copies provided in each young person's individual file.

Each child accommodated in our home is registered with a GP and provided with guidance, advice, and support in relation to health and social issues. Each young person will visit one of the local dental practices every six months or more frequently if required. A local optician will see each young person annually. Staff will ensure immunisations are up to date in consultation with the LAC nurse, as well as ensuring an annual LAC medical is completed.

Here at Baydale House we take an active role in promoting all aspects of healthy living. We are proactive ensuring the young person eats healthily and regularly, develops, and maintains a good level of hygiene, develops appropriate waking and sleeping routines and takes regular exercise, which is monitored in both the daily evaluation and monthly report sent to social workers and parents (where appropriate) in consultation with the young people.

Whilst respecting young people's rights and privacy they are supported in getting help with any illnesses or health issues that they experience.

Smoking is not permitted in any part of Baydale House to protect all who live and work in the home.

Positive Relationships

15 Contact Arrangements with Family, Friends, and Significant Others

At Baydale House we will work in partnership with young people to ensure that contact arrangements with families, as outlined in their care plan and placement plan, are adhered to. We will give as much constructive support as possible to maintain contact. Young people will be encouraged, when appropriate, to keep their family at the centre of their lives. Families, friends, and significant others will always be made welcome, if they conduct themselves in a safe and appropriate way whilst visiting. We will ensure that, when there are contact restrictions, young people understand the reasons why these restrictions are in place. We will also facilitate supervised contact when needed.

Protection of Children

16 Electronic and other Surveillance Techniques

Baydale House works to its ethos offering a homely environment to all in placement, however, to protect and safeguard, the home does have electronic monitoring devices fitted to external doors. Devices on young people's bedroom doors can only be put in place if it is felt that the young person is at or poses a significant risk to themselves or others. The use of internal door alarms must be built into the young people's risk

assessment and be time limited. These devices will not be used to monitor the whereabouts or gain compliance of young people.

External door alarms are activated at night in line with domestic security measures which many families choose to take. The use of these domestic security measures is included in the homes' generic risk assessment.

17a Baydale House Approach to Physical Intervention (restraint)

At Baydale House we believe that it is the responsibility of all staff to communicate with young people about what is acceptable and unacceptable behaviour. Furthermore, it is the responsibility of staff to maintain safe and appropriate boundaries with and between staff and young people. Consistency and fairness are key ingredients to developing a safe and positive atmosphere.

We also believe that methods of control, restraint and discipline can only have the desired impact within the context of positive relationships existing between staff and young people. Communication, negotiation, and mediation are important skills that the teams use to help young people to address unacceptable behaviour. Within this overall context, the emphasis and aim of the team is to promote, acknowledge and reward positive behaviour. As a young person is more likely to behave in an acceptable manner if they can see that they will gain in return for effort, an individual point system has been developed for young people at Baydale House. The system is reward-based and not punitive.

The use of physical intervention on a child or young person is never part of sanctions or punishment. There are occasions when the use of physical intervention is necessary, but this is only used if the young person is likely to cause harm to self or others. All use of physical interventions is clearly recorded and monitored by the registered manager. The staff team in Baydale House is trained to practice physical interventions as safely as possible and to prioritise the welfare of the young person throughout any such incidents or situations.

17b Training and competency in the use of Physical intervention and Restraint

The team at Baydale House are trained in using 'Silvermill Physical Intervention Techniques'. This is a formally assessed qualification by an accredited trainer and focuses on non-harmful methods of control and preventing serious harm to self, others, and property. Staff have refresher training annually.

Leadership and Management

18a Contact Details

The registered provider for Baydale House Children's Home is.

Acorn Care (UK)
33 Kellaw Road
Darlington
Co Durham
DL1 4YA

Tel: 01325 466525

18b Responsible Individual

The 'Responsible Individual' (as defined under current legislation), on behalf of Acorn Care (UK) Ltd, responsible for the service at Baydale House Children's Home is: -

Responsible Individual
Alan Wood
C/o 33 Kellaw Road
Darlington
Co Durham
DL1 4YA
01325 466525
Email: AWood@acorncare.org.uk

18c Registered Manager

The 'Registered Manager' (as defined under current legislation), on behalf of Acorn Care (UK) Ltd, for Baydale House: -

Registered Manager
Michael Craig Cowans
Baydale House
Coniscliffe Road
Darlington
DL3 8AQ

Tel: 01325 243661

Email: ccowans@acorncare.co.uk

Ofsted Registration Number: URN SC390751

19. The staff team and their qualifications and experience

The diverse nature of the team in terms of age, gender, ethnicity, experience, skills, and qualifications will provide the opportunity to promote a positive view of difference to young people. We are committed to continually building on and extending diversity through our recruitment process.

All workers employed will have an Enhanced Disclosure and Barring Service check (formerly CRB) which is updated regularly. A record of this is kept in their personnel file.

20. Staffing Structure

A minimum of two staff is in the home between 08:00 and 20:00. Efforts are made to ensure the staff team on duty represents a range of experience, gender balance, and qualifications. Where identified as beneficial or through risk management, staffing levels are increased to meet the young people's needs, for instance in the evenings, at weekends, during holidays or when specific young people have a greater need for attention.

Between the hours of 20:00 and 08:00 next day we will have a minimum of two staff on duty. Both staff will support children and young people until 23:00 when they will then complete their period of duty with sleep-in arrangement by 07:00 next day. They will then support children and young people with waking up and preparing for school attendance Monday to Friday. At weekends staff will wake up at 07:00 and prepare to hand over to staff coming on duty at 08:00.

We also have option of having a staff member complete a waking night if demands of service and young people require this.

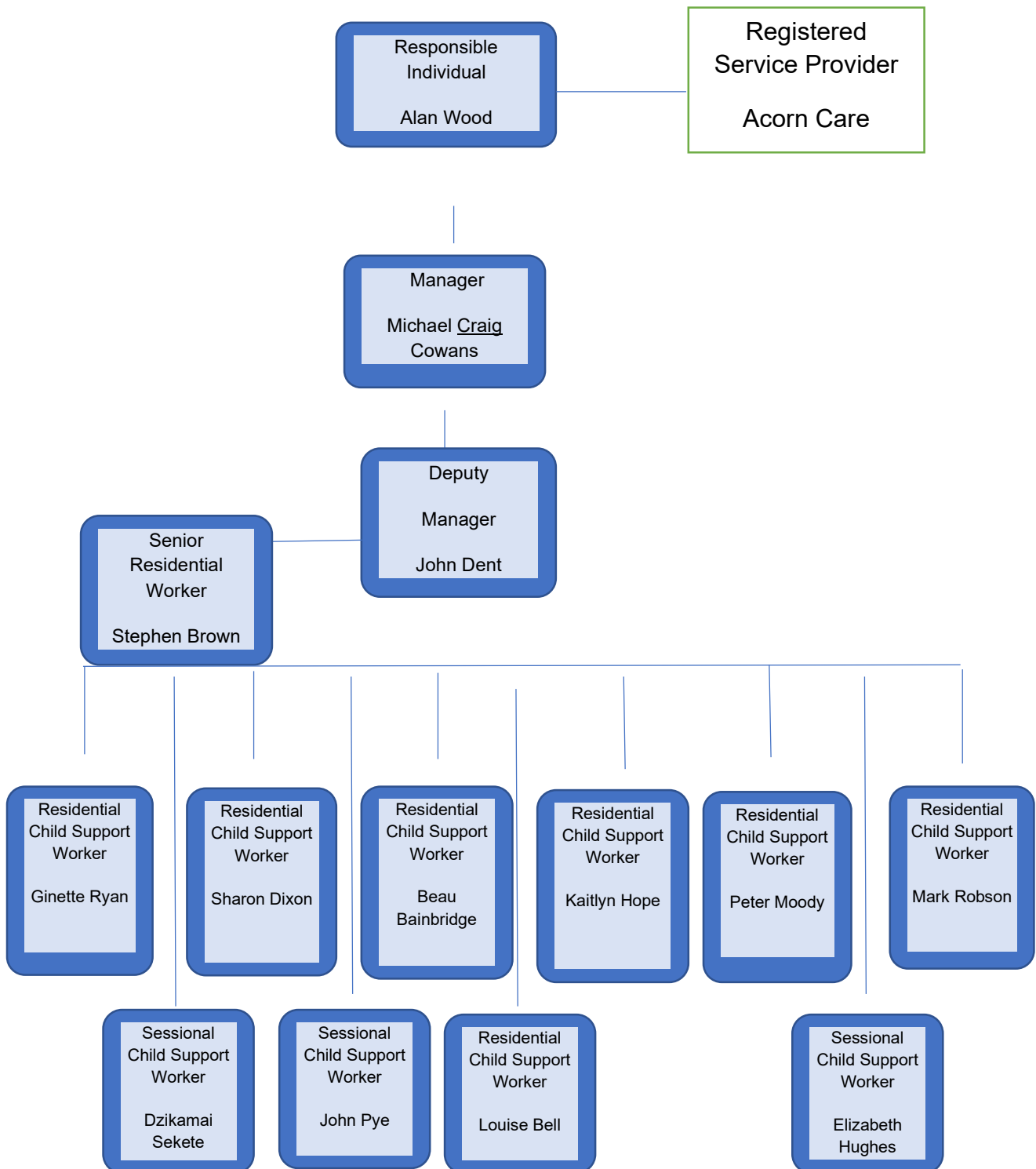
The Registered Manager and Deputy Manager will work 9am-5pm Monday to Friday to ensure that there is sufficient management cover. Outside these times there is an on-call management Rota to ensure that all staff have additional support.

Where short term gaps in Rota occur due to training, sickness, vacancies or leave, these will be covered by existing staff or other staff employed as sessional workers within the Acorn Care group. If it becomes necessary to use temporary 'agency staff these will never form most of the staff on any shift.

Lone Working

Staff may lone work with young people overnight where a suitable risk assessment is in place and has been agreed by the Local Placing Authority for any child placed at Baydale House, the Responsible Individual for Baydale House, and Acorn Care UK Ltd.

The Organisational Structure of Baydale House



Responsible Person: Alan Wood

Alan has been a qualified and registered Social Worker since 1995 and has predominantly worked with children and families in regard to Safeguarding; Fostering; Adoption; prevention of harm; residential care; training; consultancy and Therapy during his time in practice as a Social Worker; Manager; Senior Manager; Director and leader within Children's Social Care. Alan has 26 years of experience in Management and Leadership.

Alan has been employed within the private, public and voluntary sector, and has worked in the children's residential sector as a practitioner; therapist and as a management consultant. Alan has also worked for a large Independent Fostering Provider providers as Operational Lead; Quality Assurance Director; and ADM.

Alan has worked closely in a therapeutic and safeguarding capacity with a specialist children's residential care company with 6 children's homes over a number of years.

Alan was expert witness to the Independent Inquiry into Child Sexual Abuse, taking a lead on the investigation of 6 residential settings within the secure estate. These included secure children's homes, young offender institutions and secure training centres.

Importantly Alan was also a Foster Carer, alongside for a period of 9 years, A number of the children who we looked after as Foster Carers had experience of living within residential care.

Qualifications:

BA. (hons)

Post Grad cert CJSP

Diploma in Social Work

M.A. (Social Work) (Keele)

AASW (York)

M.A. (Non-Directive Play Psychotherapy) (York).

Alan is also a Visiting Professor at the University of Chester in the Faculty of Health, Medicine and Society; and is an elected Fellow of the Royal Society of Arts.

Registered Manager: (Michael) Craig Cowans

Craig has worked with young people since 2004. He has a background in NHS Forensic services, both children and adult mental health, whilst specialising in Personality Disorder Services, learning disability and autism

services for children. Prior to this Craig worked within the Clinical Governance Team for a large NHS Trust and was involved in research, service development and audit leading on service wide and national projects.

Craig started working within children's residential care in 2012, gaining experience whilst obtaining senior roles which led to becoming a registered manager of a children's home in November 2016.

Qualifications:

- Diploma NVQ 5 Leadership and Management in children's services,
- Level 3 in working with Medication,
- Diploma in Human Resources 2016,
- NVQ2 Health and Social Care 1994,
- Safeguarding advanced level 3,
- Level 3 Managing Allegations course Darlington Borough Council,
- Diploma in Supervision.
- Designated Safeguarding Officer.
- IOSH Certificate in Occupational Health & Safety.

Courses:

Safe administration of medicines, Autism awareness, CEOP Child exploitation on-line, Equality & Diversity, Harmful sexual behaviour, Erase Missing from Home and Child sexual exploitation, Prevent Radicalisation, Emergency First Aid at Work, Management of self-harm and ligatures, Management of violence and aggression including use of approved physical restraint – update training, Mental capacity act and Deprivation of Liberty, PACE, Suicide Prevention, NICE Guidelines Implementation. Health and safety at work, Fire safety, Infection control, Countering Bullying, Food Handling and Hygiene, Safeguarding Children during Covid-19, Neglect Basics and Toolkit Workshop, Unconscious Bias and Cultural Competence in Safeguarding Children.

John Dent, Deputy Manager

Jonathan has worked in a children's residential setting since May 2009 and was promoted to Senior Residential Support worker in Jan 2011. Since he took on the role of Deputy Manager, he has continually striven to develop both his understanding of the environment and the young people's ability to believe in themselves. Prior to this Jonathan spent twenty-two years serving in the British Army including tours in Iraq, Northern Ireland, Bosnia and The Falkland Islands. His work within the UK involved recruitment and training of the younger soldiers between the ages of 16 and 18. This involved supporting them to make the transition into their new role while building self-belief, confidence and teamwork. Jonathon believes that understanding a child's emotional needs is essential in helping them to develop positively and make progress in all areas of their lives.

Qualifications

- Level 5 Diploma. Leadership & Management for Health & Social Care and Children and Young People's Services – Children and Young People's Residential Management Pathway

- Level 3 NVQ. Health & Social Care, Children & Young People.
- Level 3 Administration of Medication
- Level 2 NCFE Safe Handling of Medicine
- Advanced Apprenticeship Management 487 Diploma
- NEBOSH, Certificate in Occupational Health & Safety
- IOSH Certificate in Occupational Health & Safety
- Designated Safeguarding Officer.

Courses:

Two-Day courses in Solution Focused Approach, Safeguarding Children, Appointed First Aid, Manual Handling, Countering Bullying, Fire Safety Regulations, Conflict Management, Health & Safety, Fire Warden, NTRAC Supervising Complex Practice, Professional Boundaries, Child Sexual exploitation, Self-harm, social media Self-harm, Choices and consequences, PACE. Child sexual exploitation refresher, Erase Missing from Home and Child sexual exploitation, Kim Goulding nurturing and attachment. Teenage Brain Training Nurturing and Attachment refresher, Substance Misuse and Strategy's Designated Safeguarding Officer Refresher, challenging behaviours BTEC Level 2 in Physical Intervention, 3-Day First Aid at work, Food Hygiene and Mental Health Level 2, NSPCC Designated Safeguarding Officer, IOSH Certificate, Mental health NCFE Level 2, Unconscious Bias and Cultural Competence in Safeguarding Children.

Stephen Brown, Senior Residential Child Support Worker

Stephen started working at Baydale in September 2014 and has since progressed to the role of Senior. He previously worked as a support worker to adults with disabilities within residential care for 15 years and is fully versed on the challenges of working to the highest standards. Stephen enjoys using his skills, knowledge and qualifications to support the children in all areas of their lives. He has a very natural rapport with the young people and can build up good relationships within a short space of time. Stephen has developed his practice since taking the role of senior and is always looking to develop this further.

Qualifications:

- Level 3 NVQ Health & Social Care,
- Level 2 NCFE Medication Handling, Helms Award,
- Level 2 Leadership and Management.
- Designated Safeguarding Officer.

Courses:

First Aid, Silvermill Physical Intervention, Safeguarding, Health & Safety, Fire Training, and Food Hygiene, Professional Boundaries. Child Sexual exploitation, Social-Media, FGM, Radicalisation, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, PACE, Nurturing and Attachment refresher, Substance Misuse and Strategy's Sensory Loss NCFE Level 2 Mental Health, NCFE level 2 infection control.

Sharon Dixon Residential Child Support Worker (Part-time role)

Sharon has joined us as a sessional member of staff,

Having worked for many years for Darlington education authority in after school club

Sharon has a wealth of experience and knowledge working with early years and young people and will be an asset to the team at Baydale.

Qualifications

Safeguarding level 3, first aid one day, physical intervention Silver Mills, medication administration level 2, food hygiene. Mandatory FLICK learning covering a wide range of Health and Safety and current topics such as Knife Crime and County Lines, fire extinguisher training and professional boundaries training.

- Level 3 Diploma, Children and Young People
- Level 4 Diploma, Children and Young People

Courses

First Aid, Silvermill Physical Intervention, Safeguarding, Health & Safety, Fire safety Training, and Food Hygiene, Professional Boundaries. Child Sexual exploitation, Social-Media, FGM, Radicalisation, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, PACE. Nurturing and Attachment refresher, Substance Misuse and Strategy's Sensory Loss, Infection control.

Mark Robson, Residential Child support worker

Mark re-joined Baydale team in May 2022. He has experience working with children and young people as a swimming instructor and leisure assistant and has volunteered on a school sports program for years. In recent years Mark made a conscious decision to change career and studied for his Level 3 Diploma before joining the team at Baydale. He has good understanding of the barriers our children and young people face, and his skills and knowledge have helped in his transition into this role.

Qualifications

- Level 3 Diploma, Children and Young People (Completed August 21),

Courses

First Aid, Silvermill Physical Intervention, Safeguarding, Health & Safety, Fire safety Training, and Food Hygiene, Professional Boundaries. Child Sexual exploitation, Social-Media, FGM, Radicalisation, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, PACE. Nurturing and Attachment refresher, Substance Misuse and Strategy's Sensory Loss, Infection control.

Ginette Ryan Residential Child Support Worker

Ginette has joined the team at Baydale in March 2022 after years of experience in older persons/adult social care she decided that she wanted to work with children and young people. Ginette has experience of bring up her own family and grandchildren and has wanted to work in this field for some time.

Qualifications

- Level 3 Diploma, Children and Young People
- Level 4 Diploma, Children and Young People

Courses

First Aid, Silvermill Physical Intervention, Safeguarding, Health & Safety, Fire safety Training, and Food Hygiene, Professional Boundaries. Child Sexual exploitation, Social-Media, FGM, Radicalisation, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, PACE. Nurturing and Attachment refresher, Substance Misuse and Strategy's Sensory Loss, Infection control.

Residential Child Support Worker: Peter Moody

Peter has re-joined the team in July 2022 after working in a residential setting with children and young people with disabilities for a year, Peter had been a foster carer for several years before working in residential care, Peter has a good rapport with children and young people and has been able fit in straight away as part of the team, his skills and personality will once again be an asset to the staff team at Baydale

Qualifications:

- Diploma level 3 children and young people residential care,
- NCFE level 2 medication administration.
- NCFE infection control Level 2.

Courses:

Physical intervention, Safeguarding, Fire Safety, Manual Handling, First Aid, Safeguarding, Self-harm, Radicalisation, Food Hygiene, Health and Safety. Teenage Brain Training. Nurturing and attachment. Professional Boundaries. Child Sexual exploitation. Self-harm, Social-Media, FGM, Radicalisation, Health and

Safety, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, Sensory Loss, Challenging behaviours.

Elizabeth Hughes, Residential Child Support Worker (Sessional)

Elizabeth has worked for Acorn Care since the company was established in 2009 and she is currently employed having previously been a Senior Residential Care worker, continues to support the team by undertaking sessional work. Prior to joining Acorn Care Elizabeth worked as a residential child support worker for a Local Authority, working with young people with a range of behavioural and emotional difficulties, ADHD, learning difficulties and those who fall within the autistic spectrum. From this she worked as a Skills Trainer working with young people in specialist foster care whose extreme behaviours have resulted in numerous placement breakdowns. Her skills and experience mean that she is a valued contributor to the team.

Qualifications:

- Level 3 NVQ Children and Young People
- Level 3 GNVQ Health and Social Care
- Level 2 NCFE Safe Handling of Medicines
- Level 3 NVQ Promoting Independence
- Level 3 Diploma Advanced Apprenticeship Management 487
- Level 3 Medication Administration

Courses:

Level 1 BSL, Level 1 Deaf Awareness, Level 1 Communication Tactics with Deaf People, safeguarding young people, Health Awareness, Neglect, Administration of Medication, Practitioner in Restorative Approaches, Manual Handling, two-day course in Solution Focused Approach, Fire Safety Regulations, Countering Bullying, Conflict Management, Appointed Person First Aid, Teaching Basic Literacy and Numeracy, Certificate in Community and Health Care, Certificate in Caring Skills. Sexual Exploitation Training, NTRAC Supervising Complex Practice, Professional Boundaries, Child Sexual exploitation. Self-harm, social media, FGM, Radicalisation, Food Hygiene, health and safety, Recognising Safeguarding, Choices and consequences, PACE, Kim Goulding Nurturing and attachment, Child sexual exploitation refresher. Covid19 BTEC Level 2 in Physical Intervention, NCFE Level 2 Equality and Diversity, Level 1 BSL, NCFE Working with People with Mental Health Issues, NCFE Safeguarding Children and Young People, NOCN Drug and Alcohol Knowledge and Understanding, Btec Certificate in Professional Development from Teesside University, Introduction to Working with Children and Young People who may have Emotional Mental Difficulties, Self-harm.

Residential Child Support Worker: Kaitlyn Hope

Kaitlynn joined the team in March 2023, she has 18months experience of working in children's social care with another provider, we believe her experience will complement the team here and will look to enhance her knowledge and skills that she has already acquired.

Qualifications

- B Tec Level 3 Extended Diploma in Health & Social Care Studies 2015
- Batchelor of Arts in Early Childhood Studies 2022
- Level 3 Diploma, Children and Young People
- Level 4 Diploma, Children and Young People

Courses

First Aid, Silvermill Physical Intervention, Safeguarding, Health & Safety, Fire safety Training, and Food Hygiene, Professional Boundaries. Child Sexual exploitation, social media, FGM, Radicalisation, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, PACE. Nurturing and Attachment refresher, Substance Misuse and Strategy's Sensory Loss, Infection control.

Residential Child Support Worker: Beau Bainbridge

Beau has just joined the team in February 2026, previous experience of working with early years and has

Qualifications

ITC Emergency First Aid at Work - Level 3 - Nov 2023 Darlington College

NCFE CACHE Supporting Teaching and Learning - Level 2 Certificate - June 2022 Darlington College

NCFE CACHE Supporting Teaching and Learning - Level 3 Certificate - June 2023 Darlington College

NCFE CACHE Understanding Mental Health - Level 2 Certificate - June 2024 Darlington College

Courses

Beau is currently working through her statutory training as part of her induction programme.

Residential Child Support Worker: Dzikamai Sekete (Sessional)

Dzikamai (Dzak) has joined us at Baydale in May 2024, he previously completed some agency shifts here back in 2012. Deputy manager recognised him immediately and remembered Dzak as a standout agency worker from others at the time. Dzak has worked for other agencies providing care to older age adults and has also

been a partner director in a family-owned business. Dzak has many interests outside of work such as general sport, music and cooking.

Qualifications

- Master of science in public health 2010 Anglia Ruskin University Essex
- Currently enrolled on Diploma level 3 in children and young people (June 2025)

Courses

Safeguarding Adults and Children 2023, MAPPA/ PMVA in 2022, Manual Handling 2023, Health & Safety 2023, Infection Control 2023, Food Hygiene 2023, Fire Safety 2023 First Aid, Safeguarding, Health & Safety, Professional Boundaries. Child Sexual exploitation, Social-Media, FGM, Radicalisation, Recognising Safeguarding, Nurturing and attachment, Self-harm, Choices and consequences, PACE. Nurturing and Attachment refresher, Substance Misuse and Strategy's Sensory Loss.

Residential Child Support Worker: Louise Bell (Maternity Cover)

Louise has joined Baydale after completing shifts through agency in 2025/ 2026 as an agency worker. Louise accepted a sessional role in March 2026.

Louise has accepted a role as maternity cover for a period to cover from end of July 2026 into 2027.

Qualifications

Currently undertaking Level 3/ 4 Diploma

Courses

Infection Control 2025, Food Hygiene 2025, Fire Safety 2025 First Aid, Safeguarding Children, Health & Safety, Child Sexual exploitation, Social-Media, FGM, Radicalisation, Self-harm, PACE.

John Pye, Residential Child Support Worker (Sessional)

John has joined Acorn Care in September 2026 after working shifts as an agency worker in August 2026. Prior to joining Acorn Care John had a long career in the British Army before working in the prison service, he has also worked as a residential child support worker for a large private service, working with young people with a range of behavioural and emotional difficulties, ADHD, learning difficulties and those who fall within the autistic spectrum.

Qualifications:

Courses:

MOVING & POSITIONING, HEALTH & SAFETY, INFECTION CONTROL, FIRE SAFETY, FOOD HYGIENE, DIVERSITY & EQUALITY, MENTAL CAPACITY, SAFEGUARDING OF VULNERABLE ADULTS/CHILDREN, CONFIDENTIALITY, CHALLENGING BEHAVIOUR, SAFE ADMINISTRATION OF MEDICATION, FIRST AID & BLS.

Consultant Clinical Psychologist: Dr Nikki Hill – Founder and Director of Aspire Psychological services Ltd

Dr Hill started her career working with looked after children as a residential worker at a residential school in Aberdeen in 2003. After qualifying as a clinical psychologist in 2010, has experience of working with LAC and spent several years working in looked after children services, both within the NHS and private sector. During her time in the NHS within the County Durham Local Authority Treatment Foster Care Programme before moving to take over the role of Clinical Lead within Darlington CAMHS. I then took up the post of Clinical Director within a national independent agency, working across fostering and residential services and taking the lead on service development and evaluation, design and implementation of the clinical services programme, management of a team of clinicians and chairing of care governance meetings within the company.

I have received training in a number of therapeutic models including EMDR, CBT, DBT and play therapy but have a special interest in Dyadic Developmental Psychotherapy, Attachment Focused Therapy and using horses to support people who struggle with traditional talking therapies.

Qualifications:

- Doctorate in Clinical Psychology - Bachelor of Science Degree in Psychology and Counselling 2:1.
- Dyadic Developmental Psychotherapy- level 2.
- Eye Movement Desensitisation and Reprocessing Therapy,
- Certified EAGALA practitioner.

21. Staffing Mix

Baydale House staffing mix is approximately 50% female and 50% male. Having a male and female staff member on each shift pattern enables balanced role modeling of mixed gender. Staffing levels are based around the needs of the young people and can vary to accommodate closer observation, or interaction level should this be required. During holiday periods cover will be sought around the needs of the home at that time, taking into consideration mix of staff and activities. There may be occasions where shifts are all one gender, but these will be limited wherever possible.

22. Supervision and Appraisal:

Supervision is a vital part of supporting, managing, and developing the staff team. It is a requirement that Baydale House staff receive and take part in the supervision process. Supervision is provided by the appropriate line manager in conjunction with current legislation. Supervision sessions are recorded, and staff are required to read and sign their notes, which are then placed on the staff member's file. Sessional staff

will be supervised on a regular basis, approximately every ten shifts. If there are any disagreements these are recorded.

All staff undertake a performance appraisal with their line manager every 12 months, which sets reviews, progress over the past 12 months and sets personal work targets and actions for the coming 12 months. The actions are reviewed within the staff members' monthly supervisions.

Induction

All staff are introduced, as part of their induction training, to child protection procedures, fire safety and drill training, medical procedures, and the recording of information, prior to starting work in the home.

In line with the Childrens Homes Regulations and Quality Standards 2015, all staff that have completed their induction, basic training and successfully passed their 6-month probationary periods are registered for the Diploma Level 3 Children and Young People, or another qualification which matches the competencies.

Each member of staff will receive mandatory training in line with current legislation and other training identified within their yearly appraisal or monthly supervision. Training needs will be discussed, agreed, and monitored through the supervision and appraisal process. These are recorded in a personal development plan, which forms part of the performance appraisal system.

Development:

Staff development is seen as an ongoing process that includes:

- ★ Training and Supervision
- ★ The team meeting forum
- ★ Working as part of a team
- ★ Key working and joint working with colleagues within the team
- ★ Joint working with other professionals and agencies
- ★ Extra duties and responsibilities are delegated to staff as they become more skilled and confident within the team.
- ★ Team development plan
- ★ In-house and external training courses
- ★ Performance improvement Plans (a monitoring system which highlights short falls and improves working practice)

Care Planning

23. Admission (Inc. Emergency)

- ◇ Social worker/ placement officer contacts us to enquire about vacancies.
- ◇ Discussions follow regarding the appropriateness of referral about the needs of the young person and the dynamics of the current group. Matching for all young people ensures that no young person admitted presents a known significant risk likely to compromise the safety or developmental opportunities of any other.
- ◇ The Manager will meet with the young person's social worker and arrange preliminary visits, followed by a further discussion with the placing authority regarding timescales and any requirements or issues.
- ◇ Visits may involve overnight stay depending upon the need of the young person. The young person will be allocated an interim keyworker (this may change during the placement to best suit the young persons need), they will be shown round and given a copy of the children's guide (which will be explained fully on admission day).
- ◇ Bedroom will be prepared in a homely and comfortable manner, which can later be personalised.
- ◇ Risk Assessments and Residential Placement Plan will be prepared from referral paperwork.
- ◇ Where possible, all appropriate paperwork should be received from the placing authority 24 hours prior to the placement commencing.
- ◇ A placement meeting will be held within 72 hours of admission and the local authority for the area in which the home is located will be notified.
- ◇ The consideration of crisis situations/emergency placements is possible and will be considered dependent upon the needs of the young person being referred and the stability of the resident group.
- ◇ If an emergency placement is under consideration, as much of the above preparatory work as is practical will be carried out at the time to ensure the best possible start to the placement.
- ◇ If the young person is placed on an emergency basis at the planning meeting (held within 72 hours) all outstanding documentation must be presented for the placement to continue. At the planning meeting tasks will be agreed along with preferred outcomes and the time limits of the placement, as outlined in the care plan with their Social Work teams.