

Doveside

Statement of Purpose

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Responsible Individual	Post vacant		

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Quality and Purpose of Care.

Doveside provides a home and care for children aged six to seventeen with learning disabilities and/or emotional and behavioural difficulties. Young people in the care system may have experienced trauma, neglect, and loss. The home can accommodate up to three young people. The home will provide long-term care for children and young people.

Therapeutic Parenting and PACE.

Children and young people at Doveside are likely to have experienced severe difficulties in their relationships with others, and relationships between those around them. They may have experienced poor or broken attachments. Any learning disabilities may have caused additional adverse experiences throughout their childhood. Our focus is to provide a warm, therapeutic environment, where children can reach their potential.

Bayleaf Care's therapeutic expertise is in a parenting model called PACE, and our approach offers transformative insight to children who have experienced profound emotional or mental trauma.

At Doveside, a robust theory and organisational structure together provide the home with the resources within which the art of healing can take place, and traumatised children and young people can be assisted in their ability to make healthy attachments and process difficult feelings, which in turn aids them in relating to others in a healthy way.

The PACE approach facilitates the establishment of healthy relationships between young people and staff members. This experience powerfully counters the dangerous sense many looked after children have encountered, where they believe they do not matter to anyone and that no one matters to them. The environment at Doveside is of high quality and care is taken to ensure it always represents security, wholeness, and warmth.

Good parents ensure that their child enjoys good emotional and physical health, access to excellent education with support to succeed, and a range of opportunities to enjoy their childhood so they can grow to be successful, well-rounded, mature adults. Doveside, in collaboration with placing authorities, will endeavour to ensure that children placed with us are given these opportunities regardless of sex, age, culture, ethnicity, religion, or disability.

We acknowledge that coming into care can be a very turbulent time for young people and often presents numerous challenges and anxieties. Transitioning between placements can also hold challenges, with relationship breakdown, uncertainty, and feelings of shame or rejection. We believe that stability and access to support and nurture help build resilience and form a solid platform for adulthood and independence. We also believe that children and young people grow and flourish because of good parenting, by including the decisions of their family (where appropriate) and professionals.

PACE in Practice.

The PACE model is a trauma-informed approach to building connections and relationships with young people. It was developed by psychologist Dan Huges and is widely used in residential childcare. Doveside's approach enhances the child's sense of safety and increases their trust in us as their carers.

Children residing at Doveside will likely have experienced trauma and instability throughout their lives and consequently may struggle with attachment issues. They may find it difficult to establish healthy relationships with people around them. We as caregivers must carefully consider this and adapt our approach to enable young people to form these attachments.

The PACE approach is founded on how a caregiver engages with a young infant. The style of parenting encourages carers to focus on the whole child, not just their outward behaviour, PACE invites the practitioner to consider the inner life of the child also.

PACE consists of 4 key principles: Playfulness, Acceptance, Curiosity and Empathy.

Playfulness:

Playfulness encourages the caregiver to maintain a fun, enthusiastic demeanour when engaging with the young person. They use light, joking tones rather than harsh or lecturing speech, and show an interest in things of interest to the young person and engage with them.

Play does not always mean cracking jokes, there may be times when this is not appropriate. However, it means using a light and playful communication style which allows the child to see you as someone open and receptive. Being playful with the child shows them that relationships with caregivers can be fun and warm, promoting positive connections. Joining the young person on their level allows them to feel safe and invites closeness without placing demands. This will allow the child to begin to build trust in the caregiver.

Acceptance:

Acceptance refers to the unconditional acceptance and validation of a young person's experience and emotions. This prevents caregivers from unintentionally shutting down the young person's feelings or invalidating them. This is essential to the child's sense of safety and well-being. A young person may feel unsafe. Staff may know that the young person is safe but must accept that this feeling is real and genuine to the young person, and therefore staff should respond to alleviate this fear rather than diminishing it. This will show young people that they are accepted and loved with no judgement.

Caregivers can display acceptance through active listening and response. If a young person were to say, "Everyone hates me, I can't do anything right", it might be instinctual as someone caring for them to say, "That's not true". However, this disregards the young person's feelings. A better response could be, "I'm sorry you feel that way, that must be upsetting". We display our love and acceptance of the young person through validation.

Curiosity:

As caregivers, we maintain an enquiring nature about the young person's behaviour, relationships, and interactions. We convey a desire to understand, often by pondering out loud the meaning behind the behaviour. We may ask ourselves why the young person is acting or feeling the way, they are and must always do this from a place of genuine curiosity and not judgement or blame.

When asking questions, it is important not to appoint blame. For example, if a child were to become dysregulated and smash a window, we would not ask “What did you do that for?”. Young people may not understand their own behaviour or may not have the language to express their feelings. We may instead ask “What do you think that was about?” or say, “I can see you’re struggling now, let’s clean this up and then we can talk about it”. The questions we ask and how we ask them can help diffuse tension and convey to the young person that our intention is to understand, not punish them.

Empathy:

Empathy reminds us as carers to always approach difficult situations from the perspective of the young person. Their responses to these situations may not be ones we condone, but understanding their experiences can help us to identify their motivations. Empathy is not about reassuring the young person or trying to make their problems go away but rather being present for the child in the moment and helping them feel less alone in their emotions, providing support and comfort with your presence and understanding. This can help the young person to feel seen, heard and understood. Through empathy, we demonstrate to the young person that they are not alone in their experiences and that with support they can get through them. The empathetic approach will help to lay the foundations for a deeper connection, to allow carers to establish a more trusting relationship.

Each young person on admission to Doveside will be assigned a keyworker. This will be a member of the staff team who will take a particular focus on this young person, managing their placement plan, arranging appointments, and planning keyworking sessions around important topics. Keyworkers are an integral part of the team around the young person, helping to set achievable targets and leading them towards larger objectives. Keyworkers will have regular sessions with young people to actively involve them in planning and decision-making, helping them to identify goals they want to achieve, and discussing what is important to them.

Staff at Doveside pride themselves on being non-judgemental and can provide playful, accepting, curious and empathetic support based on Bayleaf Care’s core values. These include:

- The capacity for change,
- Diversity,
- Empathy,
- Equality and inclusiveness,
- Nurture,
- Respect and tolerance,
- Shared responsibility,
- Transparency.

Bayleaf Care sees every child as an individual and embraces all the factors that make them unique. The staff at Doveside recognise that we will be meeting the needs of children from all groups of the community, and will show awareness, sensitivity and understanding to all children.

Children at Doveside will all have a diagnosis of a Learning Disability and/or experience Emotional and Behavioural Difficulties. This may co-occur with other factors such as ASD (Autism Spectrum Disorder), ADHD, or physical health needs such as epilepsy. Young people may experience challenges in communication, emotional regulation, impulse control, or social interaction. They may come to Doveside at a time of crisis, where family life or a previous placement has broken down. Staff at Doveside are dedicated to offering a commitment to the young people in our care. We will offer a safe, caring, family

environment which promotes health and well-being, putting the child at the heart of our decision making. The PACE approach ensures all young people experience feeling valued, nurtured, and attended to.

On admission to Doveside, a comprehensive individualised care and education package will be written, bespoke to the young person's needs. This process involves the whole team working around the child. We understand that to achieve positive outcomes, the care team, the child, the family (where appropriate), and external agencies (including the local authority) all need to work together to ensure that information is effectively shared and used to meet the needs of the young person.

Staff at Doveside ensure that young people in their care create positive memories and believe that we can provide a unique journey to allow each child to live and learn in a supportive, caring, and enriching environment which will allow them to reach their potential.

Therapeutic Support

Doveside has an in house therapist, Nikki Peletie. Nikki is an accredited Dance Movement Psychotherapist, with experience working with young people with varied needs.

A dance movement psychotherapist uses dance and movement as a therapeutic tool for helping children navigate their psychological, emotional, and physical difficulties. This particular form of therapy is based on the premise that the body and mind are inextricably linked, and that movement can communicate feelings and thoughts that are difficult to define verbally. Nikki's psychodynamic and humanistic approach is person-centred, focusing on creating a nurturing and non-judgmental environment in which children can explore their feelings, experiences, and how their unconscious thoughts are expressed through movement. Dance Movement Psychotherapy is a powerful tool allowing children to have a non-verbal outlet for expressing complex thoughts and any other issue that has been bothering them. Nikki is focused on helping children to become more bodily aware and explore together the concept of boundaries. Unfortunately, healthy boundaries are usually dismissed by children after experiencing trauma, leading to dissociation between the body and mind. Nikki is passionate about providing a 'safety net' for children to relearn their bodies and how their bodies react to stored emotions and experiences. The consistent support and guidance from Nikki will allow children to become more aware of their boundaries and help them understand their selves on a deeper level.

Doveside is committed to personalised care. Nikki aims to work together with each child to pinpoint the root of their past trauma and help them navigate their healing process. She is committed to creating strong connections with each child based on mutual trust and compassion, as the therapeutic relationship between the child and the therapist is crucial for a successful outcome. Nikki sets realistic goals for each child so when those goals are achieved the child can benefit from the feeling of accomplishment. She is focused on building their confidence to improve self-esteem, as the children discover themselves through play, music, art, and movement-based therapeutic sessions. Nikki will identify the child's behaviour patterns by engaging in a one-to-one session using different therapeutic techniques such as mirroring to build rapport and empathy with the child, breath work to promote relaxation and body awareness, and integration with verbal therapy combining movement with creative reflection to help the child process their experiences and make connections between their physical movements and their emotional states.

Overall, Nikki's approach to therapy is having each child's best interest at heart. Treatment plans are tailored to meet all individual needs of the child. Working alongside other professionals, Nikki is focused on promoting a safe and supporting environment for children to thrive and have their needs met daily.

Introduction to Doveside.

Doveside is a beautiful home located on the border between Derbyshire and Staffordshire. The location just off the A38 means that transport links are excellent. The home is only a short drive from Burton-Upon-Trent, which offers a variety of amenities in the form of shops, health services, and activities.

The house has been redeveloped to a high standard for young people. Upstairs, two of the young people's bedrooms have en-suite bathrooms while the third has access to a family bathroom. There is also an upstairs bedroom available for staff. On the ground floor, there is a spacious kitchen and two reception rooms, as well as an office for staff use and a ground-floor toilet. Additionally, there is a newly built orangery with views over the driveway and garden, with space for dining and relaxing. Also within the grounds are education buildings. These consist of a small block with two classrooms, a library, a kitchenette and a WC, and a second block with a full kitchen for food technology. There is also a large polytunnel and raised planters for growing food. There is also a small administration block. There is ample parking on site for staff and home cars.

The home has its own access to the Trent and Mersey Canal, offering young people opportunities for fishing and even a trip in our own boat. We also have a narrow boat specially renovated to provide a unique therapy space. The River Dove is only a short walk away, offering footpaths for countryside walks and enjoying nature.

Children are encouraged to make the home their own, particularly decorating their bedrooms to their tastes. Children are also encouraged to take pride in their own space, keeping it clean and tidy with the assistance of staff as required.

Staff perform regular health and safety and maintenance checks to ensure the home, its furnishings and decoration remain in good condition at a high standard. Children are encouraged to give their input in renovations and makeovers, and all requests are considered carefully.

Complaints.

Bayleaf Care has a clear policy and procedure for managing complaints and welcomes feedback from all service users and stakeholders. If someone is unhappy with the service we provide our children and young people we actively encourage them to use the complaints procedure. All complaints are taken seriously.

Doveside will always ensure that all complaints are verified and dealt with in accordance with the company policy and procedure. All children and young people have the right to receive support from their keyworker or an independent advocate.

On admission to Doveside, all young people will be given a copy of the Children's Guide in a format they can easily understand. This will include information on how to make a complaint, including contact details of key people such as advocates and Ofsted. Children will also have access to complaints forms and stamped, addressed envelopes should they wish to contact any external agencies. Information on how to make complaints and key persons will also be made available to significant others, including placing social workers.

Complaints may be raised directly with external bodies as desired.

Should neighbours or members of the public wish to make a complaint against Doveside, Bayleaf Care or one of the young people residing at the home, this should be sent to the Registered Manager in the first instance, then the Responsible Individual. Complaints may also be submitted to outside agencies, such as placing authorities or Ofsted.

Bayleaf Care's complaints policy, along with the safeguarding policy and behaviour management policy, are available to view on the company's website; www.bayleafcare.co.uk. Copies of these policies can also be requested from the Registered Manager.

Views, Wishes and Feelings.

Doveside recognises the unique value of each child. Every young person is an individual with their own needs and preferences. Children must be encouraged to have a sense of personal heritage, identity, and community. Staff will ensure the need to safeguard children's welfare and act following their placement plan and risk assessment.

Bayleaf Care are advocates for children's rights. Staff at Doveside are committed to ensuring children and young people are engaged in every aspect of their care planning and delivery, as well as the day-to-day running of their home.

Bayleaf Care has policies and procedures in place to ensure that children's rights are protected. Children are given opportunities to share their views, wishes and feelings, but must also understand the rules and boundaries of the home. Clear expectations are outlined for acceptable behaviour to ensure that everyone at Doveside is safe and happy. Children are provided with information regarding their rights concerning food, water, money, and choices. Staff will provide children and young people at Doveside with as many opportunities to make choices in their daily lives as possible, ensuring that young people have sufficient information to make informed choices and that options are explained in a format that is comprehensible to the young person. The need for choice must always be balanced with the need to safeguard children and young people and maintain their well-being.

We value what our children have to say and listen to their needs, views, wishes and feelings, as well as any concerns they may have. We endeavour to consult with children and young people on aspects of their daily lives regularly. This can include informal consultations that occur spontaneously or more formal 1:1 keyworking sessions which staff plan in advance. Regulation 44 visitors will also consult with young people to gauge their opinion of the care provided to them. Children accommodated at Doveside will be given opportunities to talk to people outside of the Bayleaf Team if they wish. By encouraging our young people to contribute their views on different aspects of the running of the home, the management team at Bayleaf will foster a culture of dialogue that

ensures trust and allows our children to see that the staff at Doveside welcome and value their views.

When working with young people of a different culture or ethnicity to themselves, staff have a responsibility to help the child to understand their own culture and heritage by increasing their own knowledge. At the same time, staff will bring the young people into the culture of the home. Connection and a sense of belonging are critical in forming self-identity in young people. Without this, they may feel lost and isolated. An increased awareness of positive self-identity and confidence is key to allowing a child to form secure attachments and build self-esteem. The culture and ethnicity needs of a young person will be identified at the referral stage and training and resources will be sourced for staff to ensure they can meet the young person's needs.

As a consequence of any learning disabilities, it is likely that some of the children referred to Doveside will have additional communication needs. These needs will be assessed at referral and clearly outlined in the young person's placement plan, and staff will receive training to meet these needs, for example in the use of Makaton or PECs. Staff will ensure that necessary resources are always available to the young person to allow them to communicate freely.

Some young people referred to Doveside may have a primary language other than English. Doveside will endeavour to maintain a diverse staff team and where possible will support a young person to be able to converse in their first language. Where this is not possible, support may be sought from interpreters, advocates, and independent visitors.

It is important for a child's physical, intellectual, and emotional well-being that consideration is given to their religious background and needs. This may mean supporting them to follow a specific diet or observe specific rituals, but also helping them to build, renew or maintain a connection to the religious community they have grown up in. Before placement, staff will gather information from the young person, family members, social workers, and members of the faith community the child is from to allow us to support them in maintaining their faith and values in line with their wishes.

Education.

Bayleaf Care is committed to providing a rich educational experience for all our young people. There are several schools within an appropriate distance of Doveside, including a specialist SEND provision, which have an Ofsted rating of Good or Outstanding. We will work closely with virtual schools, the child's current education provision, and SEND teams to enable smooth transitions where children can attend local schools. However, we recognise that there will be times when trauma experience, anxiety, or severity of special educational needs may mean that attending a school may not be possible for a young person. At these times, the home will support the child's registered school by liaising with them daily, ensuring that sufficient and appropriate schoolwork is provided and that the child can complete schoolwork at home with the support of our qualified adults.

Bayleaf Care offers educational facilities for the use of all the young people resident in our homes. Doveside has an education building on site with two classrooms and a library, and able to offer education to up to six young people. This will primarily be accessed by young people residing at the home, though may also be accessed by young people

residing at other Bayleaf properties following careful impact risk assessment. This will be staffed by dedicated education staff, who will support the young people's academic progress we will continue to work closely with virtual schools and education provisions to achieve the best outcomes for our young people. This may include tutoring taking place within our education building.

It is important to the home that each child has access to all the support and resources they need to be successful and lifelong learners.

Enjoyment and Achievement.

Participation and involvement in activities and hobbies can greatly enrich a child's life, as well as providing them with confidence and opportunities to socialise with other young people of a similar age. Children at Doveside are encouraged to participate in a variety of leisure activities and hobbies depending on their interests. When a young person arrives at Doveside with an established hobby or interest, we will seek opportunities to continue to nurture this.

Activities should be appropriate for the child's age and developmental stage and be agreed between the child and those supporting them, much like a responsible parent would agree on an activity with their own child. Risk assessments will be completed before activities take place.

Children and young people are encouraged to engage with their local community. Doveside's rural location means we do not have immediate neighbours, but we will endeavour to support young people to come to know their local area, the amenities available to them, and the people around them. Local charity events and organisations are a valuable way for children to make positive contributions to the community and help nurture feelings of social inclusion. Trips out for enjoyment or interest will also be promoted and encouraged.

Doveside will have its home vehicles to accommodate activities. The home will also have a cultural calendar and promote regular celebration days and cultural events where young people will be encouraged to participate in menu planning, shopping, crafts, and other activities to learn about cultures from around the world.

Children will be able to select newspapers, magazines, books, music, games, and toys subject to suitability.

Activities available locally include leisure centres, water parks, countryside walks, shopping, cinemas, climbing, and outdoor centres.

Health and Wellbeing.

The health and well-being of a child is of utmost importance. Staff at Doveside will actively promote the health and well-being of young people throughout their time in the home. We will ensure emotional, physical, and health needs are met consistently, and will provide advice, support, and guidance to children on health and personal care issues. Before

admission, staff will seek a full medical history of the young person to gain an understanding of their health needs. Consent will be required from the person(s) holding parental responsibility for the administration of any necessary medication, as well as treatment in a medical emergency.

As part of the admissions process, young people will be registered with a local GP, dentist, and optician. Any necessary appointments will be made promptly, and arrangements will be in place for children to attend annual reviews and check-ups. Where required, doctors and dentists will provide both routine and emergency treatments. Consultations will be private and confidential, however where appropriate staff will support young people to ensure that their concerns are shared, and needs are met. Health appointments will be recorded, including treatment offered, medications administered or prescribed, and any follow-up advice.

Medication, prescribed or over the counter, will be kept securely in a locked cabinet in the office. Where medication needs refrigeration, there is a small fridge also kept in the office. Staff will receive training on medication administration and will be encouraged to have a good understanding of the medications prescribed to young people. Appropriate systems are implemented for the safe storage, recording and administration of controlled substances.

Staff at Doveside will support and encourage young people to access any medical appointments, working in partnership with others to promote the importance of children's well-being. We will also complete work with young people about the benefits of a healthy diet and exercise, sexual health, and the dangers of smoking, drugs, and alcohol abuse. Doveside is a no-smoking home, and alcohol and drugs will be strictly prohibited. If young people require support to manage an addiction, the home will contact the GP and other NHS services to support this.

Children have the right to access direct intervention from specialists such as counsellors, therapists and CAMHS. The care team at Doveside shares responsibility for ensuring that the health and well-being of our children are actively promoted. Where additional support is required, the home's management is happy to arrange this at the request of the placing authority. The home may also request the opportunity to discuss how best to support a young person should their needs be complex, to ensure that the child concerned has the best opportunity to achieve positive outcomes. The home has a dedicated therapist, providing therapeutic interventions for the young person, and offering support and insight to the staff team regarding the support they offer.

Health Professionals Details		
GP	Dentist	Optician
<p><u>Willington Surgery,</u> Kingfisher Lane, Willington, Derby, DE65 6QT 01283703318</p>	<p><u>My Dentist,</u> Sinfon Moor Health Centre, Sinfon District Centre, Derby, DE24 3DS (closest dentist accepting new patients according to NHS website on 15.05.2024) 01332973080</p> <p><u>Cavendish Dental Practice</u> Address for this organisation is 13- 15 Derby Lane, Derby, Derbyshire, DE23 8UB Phone number – 01332764997</p>	<p><u>Specsavers Opticians,</u> 176 High Street Burton-Upon-Trent DE14 1JF 01283 500117</p>

	<p>CDS – Community dental services, (Referral for specialist services) Phone number - 0333 207 9958 Community Dental Services-CIC Tapton Park Innovation Centre Brimington Road Chesterfield S41 0TZ</p>	
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Positive Relationships.

Staff at Doveside believe in the importance of having positive relationships with every child and young person we support. Staff will use a PACE-informed approach and endeavour to engage with young people in a way that allows them to offer necessary support and guidance, and provide a warm, family atmosphere in the home.

Bayleaf Care recognises the importance of working with all agencies, including family members and significant others, to build a team around a child and ensure that positive outcomes are achieved. We expect social workers to maintain regular contact with their children, both through face-to-face and phone contact. The care team will work with children to help them stay in contact with their social worker, family members, and friends as appropriate. Young people are always encouraged to attend any meetings and discussions about their care and future.

Each young person comes to Doveside with their own unique needs, experiences, and circumstances. Doveside staff will encourage family members and significant others, including legal guardians and advocates, to be actively involved in the young person's care and well-being wherever appropriate. There may be challenges in relationships between the young person and others, but staff will endeavour to promote positive contact. The staff will always be polite and respectful, and welcome visitors to the home when they have a right to be there.

Depending on risk assessments, children will have access to a private phone line, email, and post at reasonable times. Visitors to the home are welcome, although we ask that visits be arranged in advance to allow for appropriate planning. The care team will also facilitate family time or other visits outside of the home where this is permitted. This will be discussed and agreed upon by all parties and risk assessments will determine the need for supervision, length of visits, and suitable locations.

Doveside loves to celebrate and understands the importance of acknowledging special occasions such as birthdays, Christmas, and other religious festivals. In line with care plans, we believe all faiths, religions, and cultures should be celebrated through cultural events. We will ensure that where special occasions are celebrated, the young person's family and friends are part of the festivities as appropriate.

Bayleaf Care believes that residential care should provide children with skilled support from committed staff to ensure that children and young people are protected from abuse and neglect. Care should form a part of a range of services which combine to meet the needs of children and their families.

Protection of Children.

Bayleaf Care works in partnership with all local agencies, including local authorities, police and PCSOs, education providers, and community leaders regarding Safeguarding and Child Protection. Bayleaf Care has a Safeguarding policy which is available on our website. All policies are written in line with current legislation and best practice guidance. This policy is designed to protect young people, staff, and visitors at Doveside. Copies of relevant policies can also be requested from the Registered Manager.

The Registered Manager is responsible for the reporting of all incidents of risk of harm or actual harm to the local safeguarding and child protection team, the young person's social worker, and Ofsted. This includes incidents that take place both inside and outside of the home, for example in the community or during home visits.

Bayleaf Care follows safer recruitment processes, and all staff are thoroughly checked and vetted, with DBS checks and a full work history obtained. Staff undergo a robust induction process and are offered continued support to ensure they are performing to a high standard and young people are protected and kept safe. The Registered Manager has responsibility within the home for safeguarding. Within Bayleaf Care, all Deputy Managers, Registered Managers, and Operations Managers will complete Designated Safeguard Lead training.

Bayleaf Care has policies in place around bullying. Doveside takes a zero-tolerance approach to bullying, and staff are vigilant to any cases of bullying in the home or community. It is recognised that the young people at Doveside may be additionally vulnerable and could become either victims or perpetrators of bullying. Support and education will be given on respectful treatment of others, including the harm that bullying can cause, as well as the actions young people could take should they become the victim of bullying or witness bullying of others. If incidences of bullying are identified within the home, appropriate authorities will be informed and depending on the severity may be invited to take on active roles in any interventions. The care team will regularly review risk assessments where instances of bullying are suspected to reduce risk and resolve any issues.

Where young people go missing from care, staff have a responsibility to respond promptly and appropriately to locate and safely return the young person as soon as possible. Young people will have "missing from care" protocols which outline the appropriate action to take. This could include places it is felt the young person may go or people they may reach out to, as well as actions staff must take and time frames for doing so. All young people will also have individual risk assessments in place, outlining preventative measures should the young person be at significant risk of going missing.

All children's bedrooms have door alarms fitted. Social workers will be asked to give consent for these to be used. Windows are also fitted with restrictors to prevent children from climbing or falling out of windows. Doveside will work in partnership with placing and host local authorities, police, and any other relevant agency to prevent children from going missing from care.

Designated Safeguarding Leads

RI post vacant	x
Brittany Cox-Kinally (Registered Manager)	brittany@bayleafcare.co.uk
Reece Cavanagh (Lead Deputy Manager)	reece@bayleafcare.co.uk

Behaviour Management and Restriction of Movement.

Before admission, careful consideration will be given to placement matching to ensure that Doveside is the right setting for a young person and that young people placed together in the home will be able to coexist comfortably. A key element of this process is to assess the young person's needs and ensure they can be met, as well as considering the impact of a new referral on young people already placed in the home. This will require the gathering of information from the social worker, family, previous placements, and any other agencies involved in the young person's care. Staff will create a comprehensive placement plan, risk assessment, and behaviour support plan for the young person. Once a young person has been admitted, the social worker is expected to attend a 72-hour placement meeting to discuss how the young person has settled in and whether the placement appears suitable and appropriate. The care planning documents will be reviewed as regularly as required and will be shared with the social worker at each update.

All young people have a right to privacy. They will each have their own bedroom with lockable doors. Staff will hold keys to access these in case of emergency or should a concern arise. Young people will be encouraged to spend time together in communal areas and not in each other's bedrooms.

One of Doveside's guiding principles is to establish and maintain acceptable behaviour. Where a young person's behaviour does not meet the expected levels, staff will work with the young person to understand the causes of their behaviour and teach alternatives. We recognise that many young people who come into care may find it difficult to regulate their emotions, and some young people may struggle to identify and acknowledge their emotions. This will be a key topic of keyworking sessions, where staff will work with young people to understand and express their emotions and develop positive coping strategies.

Bayleaf Care intends to reward positive behaviour and personal achievement, whatever this may look like for a young person, and appropriately discourage unacceptable behaviour. Staff will develop an understanding of behaviour patterns that may be expected and normal for a young person's age and developmental stage, working to realistic expectations for the young person with consistency to encourage mutual trust, respect, and honesty. Staff will note achievements and offer praise and reward, celebrating progress for our young people. Young people will be offered rewards for certain behaviours or achievements, which will all be recorded. Rewards could be of monetary value, such as a paid activity out, or something small within the home such as a movie night with staff. We acknowledge that some young people may find praise and reward uncomfortable and difficult and will work to provide this in a way that the young person is comfortable accepting recognition of their achievement.

There is significant evidence of the importance for young people to take ownership of their behaviour and its consequences. At times, appropriate reparations or consequences may need to be applied. These will always be proportionate to the actions carried out by the young person and communicated clearly to them. It is important that each young person can reflectively discuss their behaviour and, in collaboration with staff, identify restorative ways of moving forward. All reparations and consequences will be recorded, monitored, and reviewed by the Registered Manager. Incidents will be reviewed to gain an understanding of the reasons for the behaviour displayed. Children will also receive an opportunity to contribute to this, giving their views on what they did, why they did it, and

whether it was acceptable. Young people must understand the reasons for reparations or consequences being implemented, as without this they will have little or no impact on future behaviour. Wherever possible, consequences will be restorative rather than punitive, as punishment has been shown to have little impact on behaviour change. These consequences will hopefully allow young people to reflect on their behaviour and its impact and make long-term changes.

We commit to following Regulation 19 of The Children's Homes (England) Regulations 2015 concerning non-permitted consequences.

Safe, reasonable, and understandable boundaries will be put in place for young people. Any unacceptable behaviour will be met with clear, fair, constructive measures of control approved by the home's manager and in line with current guidelines and legislation. A child's movement will only be restricted when all other options have been exhausted. Restrictive interventions will only be used as a last resort in extreme situations, and always in accordance with current regulations and guidelines. Regulation 20 sets out the only circumstances in which restriction can be used:

- To prevent injury to the child who needs to be restrained,
- To prevent injury to any other person,
- To prevent serious property damage.

Staff are trained in the Safety Intervention Working with Children and Young People (CPI) method or restriction of movement, which complies with the requirements of the Children's Homes Regulations 2015 and quality standards. This is included in induction for all new staff and requires an annual refresher. All staff are also trained in de-escalation techniques to minimise the need for the use of restriction, which will only ever be a last resort to keep the child or others safe. Staff will strive to form positive relationships with young people, which we hope will reduce the need for these types of interventions.

If a restrictive intervention is used, it will be recorded following the restriction of movement policy. Staff and young people will be offered the opportunity to reflect on the incident through debriefing.

Missing From Care.

When a child goes missing from care there are many factors to be taken into consideration. These could include the age, developmental stage, and vulnerabilities of the young person, how well-known the young person is to carers, circumstances in which the young person has gone missing, and where the young person is likely to go.

If a young person goes missing, staff must first conduct a thorough check of the surrounding area. They may need to contact the young person's known friends or associates. The child's social worker or out-of-hours social worker should be informed depending on the time of day. The young person will have a missing-from-care protocol in place, which should give details of at what point the police should be contacted. All young people will have a Philomena protocol in place. This should be updated with details of the missing episode and shared appropriately. Where permitted and appropriate, the young person's family may also be informed. Staff will always follow the Bayleaf Care Missing from Care Policy.

All missing episodes will be recorded in detail, and any learning to prevent future similar events will be identified. Following the young person's safe return, Doveside will arrange with the placing authority to complete a return home interview. The home will also call a meeting with all relevant professionals to discuss the stability of the placement and whether staff are still able to keep the young person safe, or if there are additional factors to be considered.

Health and Safety.

Bayleaf Care and staff at Doveside are committed to maintaining high standards of health and safety. There is a dedicated health and safety policy, which all staff and visitors must adhere to.

During their induction period, staff receive health and safety awareness training. This is regularly refreshed through formal training and in team meetings, staff supervision, and children's meetings.

A schedule of daily, weekly, monthly, quarterly, and annual health and safety checks are carried out within the home. The manager also completes monthly health and safety audits, and the Regulation 44 Inspector carries out their own assessment. This information is collated and included in the Regulation 44 and 45 paperwork, which is shared with stakeholders and Ofsted. Audits are designed to systematically monitor, assess, and evaluate the quality of the service that we provide, and to ensure that the systems we put in place are implemented and effective. Data gathered is used to identify areas for improvement, which allows us to ensure all young people at Doveside receive a high quality of care.

Monitoring and Surveillance.

Bedrooms and external doors are fitted with alarms, although these will only be used when deemed necessary. On admission, staff will obtain written consent from the placing authority for the use of the alarms and young people will be made aware of their presence. Door alarms should only be used as an additional support to ensure the safety of young people overnight should there be a safeguarding requirement for them, not as a monitoring system or behaviour management tool. Alarms will alert staff if a young person leaves their bedroom overnight. Use of the alarms will be monitored by the Registered Manager and concerns of improper use will be addressed immediately.

Doveside has CCTV externally. This is a security device due to the remote location and not a system for monitoring young people. Written permission will be obtained for use of the CCTV from social workers and young people will be made aware that the system is in place. Signage is in place around the property to inform visitors that CCTV monitoring is in use.

Fire Precautions.

Doveside has undergone a fire risk inspection and a safety risk assessment to ensure the safety of all young people living in the home, as well as staff working there. Smoke alarms, emergency lighting, and firefighting equipment have been installed at strategic locations. Staff complete frequent checks of these systems, and external agencies are called in to complete additional audits and checks as required.

Regular fire drills are completed and recorded. There is a comprehensive fire evacuation plan in place and all staff and young people are aware of evacuation routes and the fire evacuation point. This is also explained to visitors to the home. All young people complete a fire drill within 24 hours of admission.

Young people may also have individual Personal Emergency Evacuation Plans (PEEPS), which will be explained to them.

Leadership and Management.

	Name	Contact Details	Work Address
Registered Provider	Bayleaf Care	www.bayleafcare.co.uk	7 Bankside, The Watermark, Gateshead, Tyne & Wear, NE11 9SY
Responsible Individual	Post Vacant	Post vacant	X
Registered Manager	Brittany Cox-Kinally	brittany@bayleafcare.co.uk	Doveside House, Burton Road, Egginton, Derbyshire, DE65 6GZ

Staffing and Training.

Bayleaf Care complies with safer recruitment processes and has a robust interview system to ensure that the right individuals are recruited to support the young people at Doveside.

All staff members are required to participate in a thorough induction process, which includes several mandatory training courses. If staff do not already possess qualifications in residential childcare, they will be supported to undertake the qualification at the appropriate level for their role. For staff holding equivalent qualifications, it will be checked to ensure the qualification is transferable.

Bayleaf Care is committed to ongoing training and development of the team and offers continuous support to enable staff to fulfil their current role, as well as preparing them for

roles they may wish to progress to in the future. This will ensure staff are up to date with practice, legal changes, or professional developments.

Each individual's practice will be reviewed regularly in supervision provided by a senior member of the team. When a new staff member joins the team, a supervision agreement is put in place and discussed by the supervisor and supervisee. The purpose of supervision is to ensure that staff perform their role to the highest standards, therefore providing the best possible care to our young people. Staff will be encouraged to engage in reflective practice to enable them to learn from their experiences. Supervisions are recorded securely through the home's electronic system - SUE Solutions. The supervisor and supervisee will both have access to these records.

Alongside supervision, staff will also receive an annual appraisal, in which strengths and areas for improvement will be discussed. Appraisals should be positive and constructive and offer support where there is scope for improvement.

The manager will make themselves available through an open-door policy, allowing staff to feel valued and listened to. Staff will be encouraged to feel part of a culture with vision, contributing in meaningful ways to how we care for our young people.

Staff Member	Role	Experience	Qualification
Brittany Cox-Kinally	Registered Manager	2 years Adult LD Residential Care 8 months Adult Domiciliary Care 1 year RSW Children's Residential Care 4 years Team Leader Children's LD Short Breaks 1 year Assistant Manager Children's LD Short Breaks 6 months Deputy Manager Children's EBD Residential	L5 Diploma Leadership and Management in Residential Childcare (April 2022) BSc (Hons) Mathematics and Psychology (June 2015) L2 Certificate in Children's Mental Health (May 2024)
Reece Cavanagh	Lead Deputy Manager	RSW EBD Children's Residential Care (1 year) SRSW Children's Residential Home (1 year) Interim Manager Children's Residential Home (7 months) Deputy Manager Children's Residential Home (3 years)	L5 Diploma Leadership and Management in Residential Childcare (March 2022) L3 Diploma Residential Childcare (Oct 2019)
Gary Walton	Senior Residential Support Worker	Scout Leader (16 years) Custodial Care Officer (1 year) RSW (3 years) SRSW (1 year)	Level 3 Diploma Residential Childcare (Aug 2023) L2 Youth Justice (Jan 2020)
Daniel Tate	Senior Residential Support Worker	Dan has worked as an adult disability support worker in Australia. Dan has also worked with SENAD Children between the age of 6 - 18	Currently being enrolled L4 Diploma Residential care.
Laura Kozinda	Senior Residential Support Worker	Has 5 years of experience in residential childcare, and had experience as a senior	Level 3 Diploma Residential Childcare (2021)

Stacey Shaw	Senior Residential Support Worker	Cook (Care Home) (2 years) Support worker (young adults LD) (1 year)	Level 3 Diploma Adult Social Care (June 2024) Currently enrolled onto the level 4 diploma.
Haq Gul	Residential Support Worker	Specialist School TA (6 months) RSW (4 years)	Level 3 Diploma Residential Childcare (2022) L4 HND Sports and Exercise Science (2016) L3 Sports Nutrition (2009)
Victor Philips	Residential Support Worker	Support worker with adults LD (2.5 years)	BsC in guidance and counselling. Victor will be enrolled on to the level 4 Diploma residential childcare.
Zak Stone	Residential Support Worker	Has over 1 year of experience working in a residential children's home.	Once the probation period is completed, Zak will be enrolled on to the level 4 Diploma Residential Childcare
Carl Rocco	Residential support worker.	has worked with children for over six years within various settings. has worked for Crisis, EBD, and LD homes	Once the probation period is completed, Carl will be enrolled on to the level 4 Diploma Residential Childcare
Ayojide Oladele	Residential Support Worker	Support worker for adults LD (2 years 9 months) Senior healthcare Support worker (6 months)	Health and social care level 3. Once the probation period is completed Ayojide will be enrolled on to the level 4 Diploma residential childcare.
Huma Naz	Residential Support Worker (part-time)	RSW (1 year)	Once the probation period is completed, Huma will be enrolled onto the level 4 Diploma Residential Childcare
Salma Bibi	Residential Support Worker (part-time)	Has experience and or knowledge of managing challenging behaviour with my work at child transport escort and also previous employment working in care.	Level 3 in childcare
Tayyaba Ghulamnabi	Residential Support Worker (part-time)	Has experience and knowledge of managing challenging behaviour in working as a passenger assistant for disabled children and also previous employment working in care.	Tayyaba will be enrolled onto the Level 4 Diploma Residential Childcare

Yasir Naseem	Residential Support Worker (part-time)	Has been a religious studies teacher for many years, teaching young children both online and face to face. My extensive experience working with children has equipped me with the skills and understanding needed to support their learning and personal growth	Yasir will be enrolled onto the level 4 Diploma Residential Childcare
Sonya Muddaser	Waking Nights (part-time)	This is Sonya's first time working with young people	Once the probation period is completed, Sonya will be enrolled onto the level 4 Diploma Residential Childcare
Saiqa Safdar	Waking Nights (part-time)	Has experience supporting young people in relation to transporting them.	Once the probation period is completed, Saiqa will be enrolled onto the level 4 Diploma Residential Childcare
Andy Afeti	Waking nights	Peacekeeper volunteer (4 years 5 months) Support worker – (8 months)	Level 3 in health and social care.
Andrew Richmond	Waking Nights	RSW (3 years) Nurse (18 years, specialisms in Children with EBD and complex healthcare).	RN Dip HE (Child Branch) (2006)
Isaac Agyemang	Residential Support Worker	Wake support worker (2 years)	Once the probation period is completed, Isaac will be enrolled on the level 4 Diploma in Residential Childcare
Precious OKOH	Residential Support Worker	Elderly care (3 years 7 months) Teaching staff (6 months)	Once the probation period is completed, Precious will be enrolled on the Level 4 Diploma in Residential Childcare
Emmanuel Christopher	Residential Support Worker	Support worker (2 years)	Once the probation period is completed, Emmanuel will be enrolled on the level 4 Diploma in Residential Childcare
Sanah Muneer	Residential Support Worker	Care assistant (1 year 4 months) Teaching assistant (1 month)	Once the probation period is completed, Sanah will be enrolled on the Level 4 Diploma in Residential Childcare
Yussif Dabone	Residential Support Worker	Awaiting documentation	Once the probation period is completed, Yussif will be enrolled on the level 4 Diploma in Residential Childcare

Nikki Peletie	Therapist	Dance instructor (2 years) Dance Movement Psychotherapist (placements) (1 year)	MA Dance Movement Psychotherapy (June 2023) BA (Hons) Dance (June 2020)
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Organisational Structure

Melanie Zamir, CEO							
Post vacant.							
Brittany Cox-Kinally, Registered Manager							
Reece Cavanagh, Lead Deputy Manager							
Stacey Shaw SRSW		Daniel Tate SRSW		Laura Kozinda SRSW		Gary Walton SRSW	
Carl Rocco RSW	Haq Gul RSW	Ayojide Oladele RSW	Zak Stone RSW	Victor Phillips RSW	Huma Naz RSW	Tayyaba Ghulamna bi W/N	Salma Bibi W/N
	Yussif Dabone RSW	Sanah Muneer RSW	Isaac Agyemang RSW	Emmanuel Christopher RSW	Precious Okoh RSW		
		Saiqa Safdar W/N	Sonya Muddaser W/N	Andrew Richmond W/N	Andy Afeti W/N		

Whistleblowing.

Bayleaf Care practices an open culture in which concerns should be addressed promptly. If staff or other stakeholders raise concerns which they feel are not appropriately addressed, they are asked first to raise these issues with the Designated Safeguarding Lead, or with an external body if deemed necessary. This could be local authorities, police, Ofsted (on 0300 123 3155 or whistleblowing@ofsted.gov.uk), the Local Authority Designated Officer (LADO), or the NSPCC's whistleblowing helpline (0800 028 0285).

Care Planning.

Bayleaf Care has a referral and admissions policy which supports all children entering our care to be admitted to their new home in a planned, caring, and sensitive manner. At Doveside we ensure that admissions are planned carefully to allow the young person to smoothly transition into our home.

Before admission, the Registered Manager will complete an Impact Risk Assessment to ensure the young person is compatible with other young people living in the home, the environment, and the care that can be offered. Following a successful Impact Risk Assessment, the young person will be invited to visit the home and meet the staff and other residents. This will allow them to begin sharing their views, wishes and feelings regarding their placement.

Before admitting a child, the Registered Manager must receive all necessary paperwork and relevant documentation and ensure that these are signed by the social worker.

Bayleaf Care prefers those admissions be planned and provided as a positive option as part of the care plan for the young person. However, it is understood that this is not always possible. Doveside will therefore consider accepting emergency submissions, subject to the suitability of the young person in terms of our admissions criteria and compatibility regarding gender and age, and upon completion of an initial Impact Risk Assessment. Any young person admitted to the home as an emergency will have a 72-hour placement meeting and should staff at Doveside feel they are not able to meet the needs of the child then it may be necessary to serve notice on the placement.

Following the government's "Keep on Caring" white paper, and Sir Martin Narey's independently commissioned report, "Residential Care in England" (2016), Bayleaf Care welcomes the recommendations around supporting children in residential care approaching independence and beyond. The care team at Doveside is committed to supporting young people throughout all transitions, including their pathway to independence, to avoid a "cliff edge conclusion" to their time in care. We will work with local authorities, stakeholders, and young people to provide positive transitions and deliver a positive experience of leaving care or transitioning to another service.

Updates

Date of Update	Details of changes made
May 2024	Updates have been made to the staffing structure.
June 2024	Updates made to the staffing structure to reflect Eleanor Walters being Operations Manager overseeing Doveside, and the addition of RSW Zoe Barker. Details of staff qualifications clarified and added.
July 2024	Updates to staffing.
August 2024	More details added regarding the work of in-house therapist Nikki Peletie. Updates to staffing structure, new staff (NB, HN, and WA) started and one (SW) left.
September 2024	New staff added (MB, AR).
October 2024	Reviewed but no changes
November 2024	Reviewed – RI change and staff changes
December 2024	Reviewed – Staff changes
January 2025	Reviewed – Staff changes
February 2025	Reviewed – staffing changes
March 2025	Reviewed – staffing changes (RI post vacant)
April 2025	Reviewed- staffing changes, added the community dental service for additional options for health services.