



Annual report 2025

Providing care that makes a difference

Bluestones Complex Care transforms young lives through evidence, expertise and empathy. We turn crisis into capability, trauma into trust and uncertainty into independence. In 2025, we didn't just grow, we proved that quality care creates lasting change. This is how we evidence impact. This is how we build futures.

Bluestones Complex Care

Reg. No. 3202381



Table of contents

This is our story of growth grounded in quality; of young people rediscovering confidence, staff developing into leaders and a community committed to measurable, meaningful change.



Providing care that makes a difference

Leadership statement	03	Recruitment	20
Our locations	04	Our benefits	21
Our residential houses	06	Governance & regulators	22
Our pursuit of excellence and outstanding	07	Impact & performance	23
The journey so far	08	Sustainability & community engagement	24
The SEED model	09	2026 strategic priorities	25
Impact & wellbeing	11	Closing reflection	26
Career path: Staff training & development	12		
Key staff achievements	14		
The Greenhouse and HyFlex Academy	16		
Staff survey	17		
New service launch: Outreach services	19		

2025 was a landmark year for Bluestones Complex Care; we opened seven new homes, launched innovative services and deepened our therapeutic capabilities while never compromising on quality. This report documents how we evidence impact through our SEED framework, build expertise through our Career Pathway and transform educational outcomes through The Greenhouse and HyFlex Academy. It showcases the dedication of teams who chose compassion as a career, the resilience of young people rebuilding their lives and the partnerships that make change possible. Every page reflects our commitment to one principle: quality over quantity, always.

CEO

Leadership statement

Trish Stratford
Bluestones Complex Care



When I reflect on 2025, I'm struck by the tangible outcomes we've achieved for young people and the unwavering dedication of our teams who make these outcomes possible. This year has been about more than growth; it has been about evidencing impact, strengthening our therapeutic approach and ensuring every young person we support experiences measurable progress toward independence and wellbeing.

As CEO, my priority is ensuring Bluestones Complex Care remains a leader in delivering exceptional outcomes. That means creating the infrastructure, resources and culture that enable our teams to excel. It means investing in our Career Pathway framework so staff can develop from support workers to senior leaders, equipped with the skills and confidence to deliver trauma-informed, person centred care. And it means showcasing the innovative programmes, like The Greenhouse and HyFlex Academy, that set us apart as a provider that transforms young lives.

Our capabilities are our greatest strength. From our structured SEED model that maps and evidences every young person's journey, to our partnerships with multi-disciplinary teams and regulatory bodies, we are building a comprehensive ecosystem of support. We work alongside educational specialists, mental health practitioners and local authorities to ensure seamless, coordinated care that addresses the complex needs of the young people we serve.

I've seen first-hand the difference these investments make. Young people who arrived struggling with education are now attending school regularly and achieving qualifications. Those who entered our services with complex emotional needs are developing the coping strategies and confidence to thrive. These aren't just stories; they are outcomes we measure, track and celebrate through our SEED framework.

Looking ahead to 2026, our focus remains on quality, evidence and continuous improvement. We will continue to invest in our people, enhance our therapeutic programmes and strengthen our partnerships with external professionals. The future of Bluestones Complex Care is built on proven capability, measurable outcomes and a workforce that is second to none.

Thank you to every colleague for your exceptional contribution this year. You are the reason our young people thrive, and you are the foundation of everything we will achieve together.

Trish Stratford

CEO



Our locations



We continue to expand our network of homes across North Wales and the North West of England, each with distinct, nurturing environments for young people with complex emotional and behavioural needs.

In 2025, we opened four new CIW-registered homes in Wales: Marigold, Primrose, Carnation and Azalea Houses, each successfully registered, fully staffed and already delivering positive outcomes for the young people they support. We also opened three Ofsted-registered homes in England. Daffodil House opened in April 2025, while Rose and Blossom Houses have recently completed their Ofsted registration visits, receiving positive outcomes that confirm the organisation's readiness to deliver more quality services in England. These new homes stand alongside our established settings, Tulip, Lily, Poppy, Daisy, Lilac, Buttercup and Sunflower House, all of which continue to provide high-quality and stable care.

Every location operates under a shared governance and compliance framework, ensuring consistent standards of accountability and lines of communication that flow seamlessly across the organisation. Our regional clustering model means homes within the same area collaborate closely, sharing resources, providing mutual cover during absences and meeting monthly for leadership and coordination.

This cohesive structure enhances our ability to deliver responsive care, and support and expertise are continually shared across teams.

Each home also maintains close partnerships with local schools, colleges and health teams. These integrated relationships are vital, supporting educational continuity, mental health interventions and therapeutic outcomes. By embedding ourselves within local communities and professional networks, we enable young people to form a true sense of belonging, inclusion and sustained progress.

The growth achieved in 2025 reflects a deliberate, sustainable approach: an expansion built on quality, not quantity. Every new home represents another step forward in our mission to provide stability, care and opportunity to those who need it most.

Timeline of home openings

The following timeline illustrates Bluestones Complex Care's measured and responsible approach to development and registration:

Welsh homes (CIW regulated):



 <p>Tulip House Opened: 12/12/2022</p>	 <p>Lily House Opened: 25/01/2023</p>	 <p>Poppy House Opened: 01/06/2023</p>
 <p>Daisy House Opened: 03/11/2023</p>	 <p>Lilac House Opened: 03/11/2023</p>	 <p>Buttercup House Opened: 28/11/2023</p>
 <p>Sunflower House Opened: 19/04/2024</p>	 <p>Marigold House Opened: 20/02/2025</p>	 <p>Primrose House Opened: 25/02/2025</p>
 <p>Azalea House Opened: 28/02/2025</p>	 <p>Carnation House Opened: 18/09/2025</p>	

English homes (Ofsted regulated):



 <p>Daffodil House Opened: 30/04/2025</p>	 <p>Rose House Registration visit: 23/09/2025</p>
 <p>Blossom House Registration visit: 24/09/2025</p>	

Our residential homes



Bluestones Complex Care's residential houses form the foundation of our service delivery; spaces where young people can find safety, belonging and the structure they need to rebuild confidence and independence.

Every home operates within a trauma-informed framework grounded in the PACE model - *Playfulness, Acceptance, Curiosity and Empathy*. This approach shapes how we understand behaviour and interaction, viewing actions as forms of communication and responding with care, curiosity and respect, rather than reaction. The consistent application of this philosophy has led to measurable, organisation-wide improvements in outcomes, including fewer behavioural incidents, stronger relationships between staff and young people, and increased emotional regulation.

Throughout 2025, the organisation deepened its commitment to reflective practice by expanding its structured supervision framework. Every staff member now participates in reflective sessions that promote insight, emotional intelligence and continuous learning. We also enhanced our training programmes through innovative approaches, including Virtual Reality (VR) empathy training, which allows staff to step into the perspective of

young people experiencing trauma or anxiety. This immersive experience has profoundly increased understanding, empathy and emotional regulation across our teams, leading to calmer homes and more therapeutic environments.

Life in our homes is intentionally ordinary; the everyday routines that many take for granted become powerful tools for growth. Young people take part in meal planning, cooking, cleaning and budgeting. Physical activities, from outdoor walking challenges to group fitness sessions, are explicitly linked to mental health support, helping young people develop emotional regulation, resilience and a sense of wellbeing. These moments are more than chores or activities; they are opportunities to learn life skills, develop independence and experience accomplishment. Each home offers structure and predictability, but with flexibility to adapt to the individual needs and goals of every young person.

Through this balance of structure, empathy, professional collaboration and participation, our homes have become more than places of residence - they are communities where young people rediscover trust, connection and the confidence to thrive.



Our pursuit of excellence & outstanding

Our pursuit of excellence is deeply embedded in Bluestones Complex Care's culture, systems and daily practice. We don't simply prepare for inspection; we live inspection readiness every day through continuous improvement, transparent governance and strong partnerships with regulatory bodies.

At the heart of this lies our Quality and Compliance Framework, a comprehensive structure that ensures every home operates to the highest standards. This framework brings together internal accountability and external regulatory alignment, creating a clear, consistent approach across all services.

We conduct twice-yearly benchmark audits assessing safeguarding, leadership, care planning, documentation and professional development. These are complemented by mock inspections that allow teams to identify strengths and areas for improvement early, ensuring confidence and transparency during official visits. Both local authorities and regulators have commended our approach for its openness, rigour and demonstrated impact on outcomes for young people.

Every audit results in a detailed action plan, reviewed monthly at management meetings and supported by the Quality and Compliance Team, which provides ongoing guidance, mentorship and the sharing of best practice. Our Quality Learning Review process, introduced in 2025, further strengthens collaboration; bringing managers from all homes together each quarter to review findings, discuss inspection outcomes and exchange insight and innovation.

Through this culture of open learning and partnership with regulatory and professional bodies, continuous improvement has become instinctive. Excellence is no longer a benchmark to be reached, but a standard sustained through collective commitment and shared accountability for evidencing positive outcomes.

The journey so far



Bluestones Complex Care was founded on a simple but powerful belief – that children and young people deserve to feel safe, valued and supported as they rebuild their lives following trauma.

From our very first registered home in North Wales, the organisation has grown rapidly, becoming a trusted and respected regional provider operating across both Wales and England. This growth has never been about scale for its own sake. Each new service, staff appointment and development has been undertaken with care, ensuring that our culture, governance and quality remain consistent and uncompromised.

As we've grown, we've embedded frameworks that strengthen and sustain best practice across every level of the organisation:

- ✓ The SEED Model, a structured, four-stage framework that maps and evidences each young person's progress through measurable outcomes.
- ✓ A comprehensive Career Pathway training and development framework that supports progression from induction to senior leadership, building internal expertise and capability.
- ✓ The Greenhouse and HyFlex Academy, dedicated learning and wellbeing hubs offering enrichment, flexible education and vocational opportunities that showcase our curriculum-based learning approach.
- ✓ A governance structure linking frontline operations directly to board-level oversight and external regulatory partnerships, ensuring that quality and accountability are inseparable.

Our journey has been characterised by careful, purposeful expansion and by a steadfast commitment to growth through quality, not volume. This principle continues to guide our vision for the future, ensuring that every service we open enhances the lives of young people and strengthens the communities in which we work.



The SEED Model

The SEED Model, *Safety & Stability, Empower & Enrich, Educate & Enhance, Develop & Discharge*, is the cornerstone of therapeutic practice at Bluestones Complex Care. It is more than a framework, it is a measurable, evidence-based pathway that demonstrates how every young person progresses from crisis to capability, from uncertainty to confidence, and from dependence to independence.

Each stage of the SEED Model is carefully designed to build upon the achievements of the previous stage, ensuring young people develop the skills, emotional resilience and self-belief necessary for long-term success. Progress is tracked through clear, tangible outcomes that demonstrate impact and inform care planning.



Safety & Stability

Every placement begins with the essentials: safety, trust and routine. This stage focuses on creating environments where young people feel physically and emotionally secure, where boundaries are clear and consistent, and where relationships with staff begin to form. During this phase, we measure outcomes such as reduced incidents of crisis behaviour, increased engagement with daily routines and the development of initial trust with key workers.

Outcomes for young people in this stage include: establishment of regular sleep and eating patterns, engagement with house meetings and basic daily tasks, and demonstration of early attachment to staff members. These foundational achievements create the platform for all future progress.



Empower & Enrich

Once safety is established, our focus turns to empowerment. Through creative activities, community involvement and personal interests, young people begin to explore identity, confidence and curiosity in safe and encouraging ways. This is where the impact of The Greenhouse and HyFlex Academy becomes particularly evident, offering curriculum-based learning, creative expression and social development opportunities.

Measurable outcomes at this stage include: increased participation in activities and workshops, development of new skills and hobbies, improved communication and social interaction with peers and adults, and reduced emotional dysregulation. Physical activities introduced during this phase, such as outdoor challenges and fitness programmes, are explicitly linked to mental health improvements, with young people demonstrating enhanced emotional regulation, stress management, and overall wellbeing. Young people in this stage begin to identify personal goals, express preferences, and take ownership of their development. They demonstrate increased self-esteem, resilience in the face of challenges, and a willingness to try new experiences.



Educate & Enhance

Education and personal development are tailored to each young person's abilities and aspirations. Through initiatives such as The Greenhouse and HyFlex Academy, we provide flexible, curriculum-based education, vocational learning and life-skills development that prepare young people for independence. These programmes are designed not only to re-engage young people with learning but to showcase their capabilities and achievements to placing authorities and partners.

Outcomes in this stage are particularly significant and measurable: successful re-engagement with education or training, achievement of qualifications (GCSEs, functional skills, vocational certificates), improved attendance and reduced school exclusions, development of employability skills through work experience opportunities, and progression in independent living skills such as budgeting, cooking, and personal care. Young people demonstrate increased confidence in their abilities, set and achieve personal goals, and begin to envision a positive future. The structured, curriculum-based approach offered through our educational programmes ensures that learning is relevant, engaging and directly applicable to their lives.

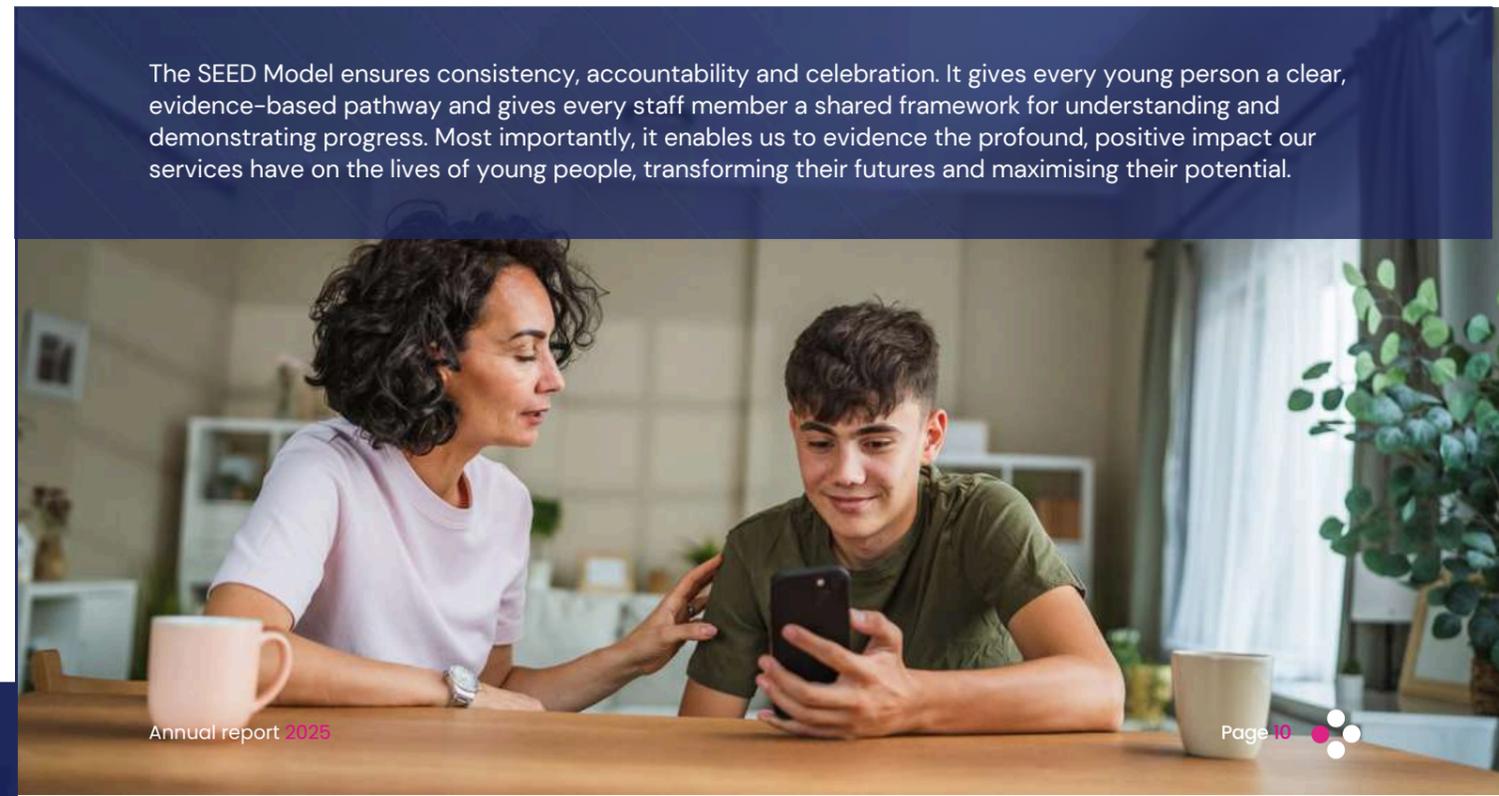


Develop & Discharge

As confidence and capability grow, we support transition planning, whether that means reuniting with family, moving to supported living, continuing education, or entering employment. Each step is carefully planned, ensuring that independence is achieved with the right structure and ongoing support.

Outcomes at this stage demonstrate readiness for independence: successful transitions to less restrictive settings, sustained engagement with education or employment post-placement, maintenance of positive relationships with family and peers, effective use of community resources and support networks, and demonstration of emotional resilience and coping strategies.

The SEED Model ensures consistency, accountability and celebration. It gives every young person a clear, evidence-based pathway and gives every staff member a shared framework for understanding and demonstrating progress. Most importantly, it enables us to evidence the profound, positive impact our services have on the lives of young people, transforming their futures and maximising their potential.



Impact & wellbeing



Wellbeing sits at the very heart of Bluestones Complex Care; it underpins every decision we make, for both the young people in our homes and the staff who support them. We know that progress only happens when people feel safe, valued and emotionally steady, so wellbeing is never treated as a separate initiative – it is woven into daily life and measured through tangible outcomes.

Throughout 2025, The Greenhouse and HyFlex Academy continued to flourish as centres for creative and emotional development, showcasing our commitment to curriculum-based learning and enrichment. Workshops covered nutrition, budgeting, art, financial literacy and emotional health, all designed to nurture curiosity, self-awareness and independence. Staff noted that participation rates rose noticeably this year, and that young people displayed greater confidence, improved communication and stronger social connections as a result. These are measurable improvements that directly correlate with improved outcomes in education, behaviour and emotional regulation.

We also broadened our approach to physical and emotional wellness by introducing outdoor programmes and structured physical activities. Walking challenges encouraged teamwork and resilience, creative outdoor days merged nature and self-expression, and group fitness sessions promoted routine and motivation. These experiences are explicitly linked to mental health support, helping young people to regulate emotions, develop patience, build physical health and reconnect with the world beyond care settings. The impact on mental health has been significant: reduced anxiety, improved mood stability, enhanced self-esteem and increased emotional coping strategies.

Wellbeing is equally vital for staff. Regular one-to-one check-ins, confidential counselling access and reflective supervision sessions continue to form a core part of our organisational culture. In 2025, we expanded leadership mentoring so managers could better balance professional responsibilities with personal wellbeing. This investment has strengthened morale, enhanced retention and reinforced the compassion that defines our teams, all of which directly contribute to improved outcomes for young people.



Career pathway

Investing in our people is not simply a commitment; it is a strategic priority that directly improves outcomes for young people. At Bluestones Complex Care, we recognise that the quality of care we provide is intrinsically linked to the skills, confidence and expertise of our workforce. Our Career Pathway framework is designed to build capability from entry-level support workers through to senior leadership, creating a pipeline of trauma-informed, highly skilled practitioners who deliver exceptional, evidence-based care.

The Career Pathway is more than professional development; it is an investment in organisational quality, staff retention and the continuous improvement of outcomes for young people. By nurturing talent internally, we ensure that leadership and practice are grounded in our values and informed by real, lived experience of our therapeutic model.

Qualifications

In 2025, fourteen colleagues registered for professional qualifications. Eight continue to study, while seven successfully completed the Level 2 Core qualification and have now progressed to Level 3 Practice. One colleague in England began the Children's Residential Apprenticeship, signalling our commitment to developing deep, specialist expertise within the workforce.

Looking ahead, we are registering three additional apprenticeships and further programmes across Levels 2 to 4. By January 2026, a new training cohort will commence, expanding the pool of highly qualified practitioners who underpin the quality of our services. Each programme offers nationally recognised accreditation while directly reinforcing the therapeutic, person-centred ethos that defines our practice. This investment ensures that our workforce is equipped to deliver the trauma-informed, outcomes-focused care that sets us apart.



Induction & foundation knowledge

To prepare new colleagues for success, we created a detailed Induction Book that covers roughly 90% of the core multiple-choice exam syllabus required for the Level 2 qualification. This structured resource gives staff the theoretical grounding they need to apply care principles effectively from day one, improving both confidence and time management. When completed thoroughly, it provides substantial evidence of learning and contributes directly toward qualification portfolios.

Our induction approach ensures every new recruit arrives with a solid understanding of trauma-informed care, therapeutic boundaries and our company values. It has become a cornerstone of consistent quality, helping new colleagues integrate quickly while maintaining the warmth and empathy that are hallmarks of our homes.



Career Pathway as a strategic asset

Our Career Pathway framework is a key differentiator for Bluestones Complex Care. It demonstrates to placing authorities and regulatory bodies that we are committed to excellence not just in rhetoric but through sustained investment in our people. It enhances our capacity to deliver complex, therapeutic care and builds a culture of continuous learning and improvement.

Most importantly, the Career Pathway directly improves outcomes for young people. Staff who feel valued, skilled and confident deliver better care. They build stronger relationships, respond more effectively to complex behaviours and model the resilience and growth that we hope to inspire in the young people we support. The Career Pathway is, ultimately, an investment in the futures of everyone within Bluestones Complex Care.

Building futures together



Key staff achievements

Throughout 2025, our teams have demonstrated exceptional dedication, innovation and professionalism. The achievements outlined below reflect collective efforts to embed trauma-informed practice, improve systems and enhance outcomes for young people. We are committed to an 'even better if' approach, recognising that continuous improvement is always possible and that great practice should be celebrated while encouraging ongoing development.

ClearCare documentation system

Our organisation successfully migrated to ClearCare, a digital documentation and management platform that has begun to revolutionise communication and record-keeping across all homes. The transition was executed smoothly, with hands-on training and ongoing guidance ensuring effective adoption. Accuracy, transparency and data-driven decision-making have all improved markedly, giving managers clearer oversight and teams more time to focus on direct care.

Embedding trauma-informed practice

Throughout 2025, intensive training and reflective workshops were delivered across multiple teams. These sessions challenged colleagues to examine their own responses to behaviour and to cultivate empathy-based interventions. The results speak volumes: in one home, incidents requiring physical intervention fell from more than one per day to fewer than one per month. That reduction demonstrates how reflection and emotional awareness translate directly into safer, calmer environments for young people.

Virtual Reality (VR) empathy training

In partnership with Cornerstone VR, staff have accessed immersive training exploring themes such as Child Criminal Exploitation (CCE), Child Sexual Exploitation (CSE) and neglect. Through these simulations, staff experience the world from a young person's viewpoint, gaining a visceral understanding of trauma's effects. This initiative has significantly deepened empathy and reinforced the PACE model, turning theoretical compassion into lived perspective. We recognise that even better approaches may emerge, and we remain committed to exploring new ways to enhance staff understanding and empathy.

Induction delivery and training capacity

Over the course of the year, multiple induction weeks were delivered to new recruits, introducing them to our values-based model of care. These sessions combine knowledge, reflection and culture-building, ensuring that new staff begin their journey aligned with our expectations and philosophy. Recognising the importance of self-sufficiency, colleagues were identified and trained in PACE, attachment theory and trauma-informed care. Upon completion, this group will deliver accredited two-day in-house courses, building a permanent internal training capacity and reducing reliance on external providers.

Enrichment and wellbeing activities

Staff initiated enrichment activities such as an angling club, providing therapeutic outdoor experiences. What began as a recreational idea has become a valued activity: spending time outdoors teaches patience, reflection and cooperation, helping young people experience calm and connection in natural settings. These physical activities are explicitly linked to mental health support, demonstrating measurable improvements in emotional regulation and wellbeing. Work experience opportunities have also been introduced, though we recognise that even better if these opportunities were more formalised and integrated with local employers and educational institutions to maximise their impact.

Through these collective achievements, our teams exemplify the spirit of innovation, empathy and dedication that drives Bluestones Complex Care forward. We celebrate these successes while maintaining a commitment to continuous improvement and the pursuit of even better outcomes.



The Greenhouse & HyFlex Academy



The Greenhouse and HyFlex Academy represent the heart of our enrichment and educational offer, showcasing Bluestones Complex Care's commitment to curriculum-based learning, creativity and holistic development. These programmes are not only central to the therapeutic experience of young people but also serve as powerful examples of our innovative, outcomes-focused approach.

The Greenhouse has continued to evolve into a dynamic hub for learning, creativity and personal growth. It is more than a facility; it is a symbol of opportunity and a key component of our service offer. Throughout 2025, it hosted a series of themed workshops that combined practical life skills with creative expression: career planning, CV building, healthy living, budget cooking, personal finance and the arts. Each session was designed to complement the SEED framework, giving young people a chance to learn through experience and success.

A major development this year was the integration of the HyFlex Academy, a flexible education model tailored for young people who struggle in traditional classroom settings. Through one-to-one learning, adaptive curricula and consistent emotional support, participants have rediscovered their confidence in education. Attendance rates have risen and, perhaps more importantly, enthusiasm for learning has returned. Young people are achieving qualifications, improving literacy and numeracy skills, and developing the foundations for future employment or further education.

The Greenhouse and HyFlex Academy also function as communal spaces that bring together young people from different homes. Shared meals, joint projects and celebration events foster social confidence and connection. Physical activities introduced through these programmes, such as outdoor challenges and group fitness, are explicitly linked to mental health outcomes, helping young people develop emotional regulation, resilience and a sense of wellbeing. Staff describe young people leaving sessions 'proud of what they've created' and 'more comfortable in group settings.' That sense of pride and belonging is what makes these programmes a cornerstone of our therapeutic approach.

These programmes demonstrate our capability to deliver curriculum-based learning in ways that are engaging, flexible and tailored to individual needs. They showcase our commitment to educational achievement and personal development, providing tangible evidence of the positive impact we have on young people's lives. The Greenhouse and HyFlex Academy are key assets that differentiate Bluestones Complex Care and highlight our dedication to transforming futures through education and enrichment.



Staff survey

Our 2025 staff survey offered a detailed snapshot of organisational culture across both Welsh (CIW) and English (Ofsted) services. Its findings reaffirm what we see daily: a workforce that feels valued, motivated and proud of the difference it makes.



Overall performance summary

CIW (Wales): 30 questions analysed, 510 ratings received. Average score 5.05 out of 6. An impressive 90.6% of all responses rated services as good or better, and 76.9% rated them very good or excellent. Only 3.9% indicated weak performance.

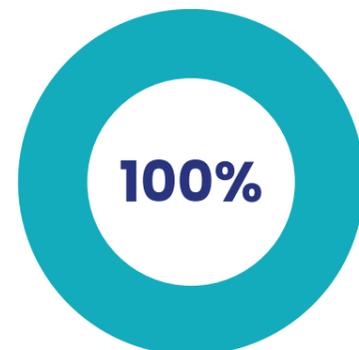
Ofsted (England): 30 questions analysed, 90 ratings. Average score 5.37 out of 6. A remarkable 98.9% rated services good or better, and 91.1% very good or excellent. No responses recorded as unsatisfactory.



Excellence in England
Ofsted-registered staff rated our services as good or better



Consistency across Wales
CIW staff rated services as good or better, with 76.9% very good or excellent



Perfect training scores
All Welsh staff rated training provision as good or better, averaging 5.59 out of 6

Top strengths

CIW (Wales)

Training provision: Average 5.59 / 6 (Median 6) – 100% good or better.

Access to health services: Average 5.47 / 6 (Median 6) – 94.1% very good or excellent.

Quality of supervision: Average 5.35 / 6 (Median 5) – 94.1% very good or excellent.

Ofsted (England)

Six indicators achieved a perfect score of 6.0 / 6, including staff prioritisation of quality, supervision provision and the extent to which young people are supported to pursue activities that make them happy.



Qualitative feedback

Bluestones Complex Care offers fantastic support for both staff and the young people we support.

I'm proud to be part of a team that genuinely cares for the young people we support.



Organisational response

Staff feedback is one of our most valuable tools for growth. Following the 2025 survey, we have committed to actions that address recurring themes: staffing levels, recognition and environmental improvements. We are developing outdoor enrichment spaces and introducing quarterly 'You said, we did' meetings to share progress and invite further input.

The survey findings reaffirm our belief that when staff feel heard and supported, young people feel the benefits directly. Our goal for 2026 is to maintain these exceptional standards while continuing to nurture a culture of honest conversation and mutual respect.

New service launch

Outreach services

A landmark development in 2025 was the formal launch of Bluestones Complex Care's Outreach Service, created to deliver early intervention and preventative support for families and young people outside of residential care.

The Outreach team works closely with families, schools, social workers, and health professionals to stabilise situations before they reach crisis. Practitioners offer trauma-informed guidance, modelling of routines and practical help with boundaries and emotional regulation. The aim is simple but profound: to keep families together whenever possible and reduce the need for residential placements.

Early results have been exceptionally positive. Several families previously at risk of placement breakdown have remained intact thanks to targeted outreach work. Feedback from local authorities has been highly encouraging, praising our consistency, communication and the quality of relationships our practitioners build with families. Measurable outcomes include reduced crisis interventions, improved family functioning, and sustained engagement with support services.

Plans for 2026 include expanding the service to new regions and introducing formal clinical supervision and reflective practice for outreach staff. The initiative has already proven to be a natural extension of our mission; delivering stability, support and hope at the earliest possible stage of a young person's journey.



Recruitment

Recruitment at Bluestones Complex Care is about finding people whose values align with ours and who are ready to embrace the privilege and responsibility of supporting young people through their most challenging times.

Throughout 2025, we welcomed 60 new Support Workers and four Registered Managers into our organisation. What makes these figures particularly meaningful is that every single Deputy Manager appointment was filled through internal promotion. In total, 12 colleagues progressed into more senior roles during the year: five Support Workers stepped into Deputy Manager positions, six Deputy Managers became House Managers and one House Manager advanced to Area Manager. These promotions demonstrate our commitment to nurturing talent from within and ensuring that leadership is grounded in lived experience of our culture and values, directly supported by our Career Path framework.

Our recruitment approach has been deliberately broad and inclusive, recognising that the best care workers come from diverse backgrounds. A significant proportion of new hires were career changers, individuals leaving other industries to pursue purposeful work aligned with their values. We also successfully recruited from the existing care sector, bringing in practitioners with relevant experience and deep understanding of supporting vulnerable young people. Job boards proved to be our most successful recruitment channel, followed by employee referral programmes and organic applications through our company website.



Looking ahead, we see significant opportunities to deepen and diversify our talent pipeline. Strengthening partnerships with educational institutions could create clearer pathways for students and teaching assistants interested in social care.

Introducing volunteer and internship programmes would offer practical experience and build a future workforce aligned with our values. We also intend to increase outreach to youth workers, non-profit professionals and mental health practitioners, all of whom bring skills and perspectives that complement our trauma-informed model.

Recruitment is fundamentally about people recognising themselves in our mission and choosing to join us in delivering it. Every new colleague represents a renewed commitment to excellence, compassion and growth, and every promotion reflects the culture we have worked so hard to build and the effectiveness of our Career Path investment.

Our benefits

We recognise that meaningful employment extends beyond pay. At Bluestones Complex Care, our benefits are designed to support every colleague's wellbeing, professional growth and sense of belonging.



Development & learning

We provide fully funded qualifications from Level 2 through to Level 5, ensuring clear career progression from support worker to management through our Career Pathway framework. In 2025, we introduced a comprehensive career pathway spanning from entry-level support workers through to regional and multi-home management roles, with meaningful pay progression at every stage. This structured approach provides clear progression opportunities, rewarding development and increased responsibility. Our staff also benefit from specialist training in trauma-informed care, safeguarding and PACE practice, all of which reinforce our therapeutic culture and high professional standards.



Wellbeing & support

Staff wellbeing remains a central priority. Monthly reflective-practice sessions offer safe spaces to process experiences and develop resilience. Employees also have access to counselling and an employee assistance programme, with flexible shift planning to help maintain a healthy work-life balance.



Recognition & reward

Our people are recognised formally and personally throughout the year. Quarterly awards celebrate outstanding contributions, while our annual Wellbeing Week brings teams together to focus on health, connection and gratitude. We also encourage professional variety through secondments and cross-home projects, which support development and collaboration across the organisation.

Together, these benefits create an environment where staff feel valued, motivated and proud; a place where the wellbeing of our teams directly strengthens the wellbeing of the young people they care for, and where our Career Pathway investment ensures continuous growth and development.

Governance & regulators

Strong governance and robust regulatory compliance are central to our identity and integrity. Bluestones Complex Care operates with transparent structures that ensure accountability, consistency and continuous improvement.

At the top level, the Board of Directors provides strategic oversight and ensures alignment with statutory and regulatory standards. The Senior Management Team translates these objectives into clear operational expectations, maintaining a consistent link between governance and daily practice.

Our Quality and Compliance Team monitors performance through internal audits, policy reviews and mock inspections. Each home completes twice-yearly benchmark audits and participates in quarterly Quality Learning Reviews, where findings and learning are shared across services. This open exchange ensures that best practice is replicated and challenges are addressed collectively.

In 2025, several homes achieved Good inspection ratings, with inspectors highlighting strong leadership, effective care planning and tangible evidence of positive outcomes for young people. Our commitment to reflective practice and learning was repeatedly praised as a model for sustained improvement.

Digitisation has also enhanced our governance capability. The full transition to ClearCare has made data more accessible, accurate and actionable – enabling leaders to make evidence-based decisions quickly and confidently. Governance is no longer simply a compliance exercise but a living process that drives quality at every level.





Impact & performance

Performance across 2025 demonstrates the strength of our systems, the dedication of our people and the measurable difference our services make in young people's lives.

Internal data shows clear improvements across the SEED domains, particularly in emotional regulation, engagement with education and daily living skills. These outcomes are supported by feedback from staff and audit findings, which highlight the link between consistency, relationships and young people's progress.

Measurable outcomes achieved in 2025 include: significant reductions in behavioural incidents and use of physical interventions, increased school attendance, achievement of educational qualifications and vocational certifications, improved emotional regulation and mental health stability, enhanced independent living skills and successful transitions to less restrictive settings or family reunification.

Placement stability has remained high, with most young people remaining in services for longer periods and moving through personalised progression plans aligned with the SEED framework. This stability benefits everyone involved; it enhances trust between young people and staff, strengthens communication with local authorities, and provides continuity that supports deeper therapeutic work.

Through regular audit, reflection and review, we continue to align day-to-day practice with measurable impact. Quality of care and lived experience remain at the forefront of everything we do, ensuring that our success is always defined by the growth, wellbeing, and positive outcomes of those we support.

Sustainability & community engagement



We recognise that sustainability is both environmental and social, about caring for our planet and our communities as much as for the people within our homes.

Throughout 2025, our teams introduced a variety of green initiatives, including structured recycling systems, energy-saving measures and therapeutic garden projects. These initiatives have dual purpose: reducing our environmental footprint while giving young people practical experiences that foster responsibility and a connection with nature. Physical outdoor activities introduced through these projects are explicitly linked to mental health outcomes, promoting emotional regulation, stress reduction, and overall wellbeing.

Our community engagement has also grown stronger this year. Staff and young people have participated in sponsored walks, community clean-ups and local fundraising events, contributing to the areas in which we operate. These shared experiences nurture pride, belonging and social awareness, reminding young people that they are part of something larger and that their actions make a difference.

Our vision of sustainability is holistic; it encompasses environmental awareness, social participation and personal development. By weaving these values into everyday practice, we continue to build services that care for people and the world they inhabit, while demonstrating positive outcomes in community integration and social responsibility.

Strategic priorities

As Bluestones Complex Care moves into 2026, we do so with a clear vision and five strategic priorities designed to build upon the achievements of the past year, with a relentless focus on evidencing outcomes and strengthening our capabilities.

1

Strengthen inspection outcomes

Continue enhancing governance systems and quality assurance processes to achieve consistently high inspection results across all homes, maintaining strong collaborative relationships with CIW and Ofsted.

2

Expand & promote services

Extend the reach of our Outreach Service regionally and further develop The Greenhouse and HyFlex Academy as flagship programmes that showcase our innovative curriculum-based learning approach.

3

Invest in development

Implement a structured leadership pathway supported by mentoring and management training, nurturing the next generation of leaders and building internal expertise that enhances outcomes for young people.

4

Evidence & evaluation

Introduce digital dashboards linking SEED outcomes, education data and wellbeing metrics, providing real-time organisational impact data that supports transparency and informs continuous improvement.

5

Sustainable growth

Continue measured, values-driven expansion, ensuring each new home opens with fully trained staff, established governance frameworks and the same culture of care that defines our current services.



Closing reflection

2025 has been a year of purposeful growth; one marked by compassion, consistency, collaboration and measurable impact. Through careful governance, strong leadership, investment in our Career Pathway framework, and an unwavering focus on outcomes for young people, Bluestones Complex Care has continued to deliver care that transforms lives.

Every achievement reflected in this report belongs to the people who make it happen, from the teams in our homes to the young people whose courage and progress inspire us every day. Working in partnership with professionals, families and local communities, we have built a comprehensive support network that strengthens everything we do.

Our capabilities, from the SEED model to The Greenhouse and HyFlex Academy, from our Career Pathway investment to our Outreach Service, position us as a leader in delivering exceptional outcomes. We showcase curriculum-based learning, therapeutic innovation and a commitment to continuous improvement that sets us apart.

As we enter 2026, we carry forward a simple but powerful commitment: to keep learning, to keep caring, to keep evidencing our impact and to keep growing stronger together. The future of Bluestones Complex Care is bright because it is built on proven capability, measurable outcomes and people who care deeply and consistently.





bluestones
complex care

Annual Report 2025

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Providing care that makes a difference

