

Statement of Purpose & Function

ORCHARD HOUSE



Service Name	Orchard House
URN No.	2798556
Registered Manager	Elizabeth Chisanga
Responsible Individual	Matthew Gorvin
Date Reviewed	16/01/2026



Welcome to Orchard House Children's Home Statement of Purpose.

This document is produced in accordance with Schedule One of the Children's Homes (England) Regulations 2015.

The document is reviewed on a regular basis and agreed by the Senior leadership team. If you have any questions that aren't answered in this document, please feel free to contact us a:

Orchard House Children's Residential Home

23 Busby Mead, Marston Moretaine

Central Bedfordshire

MK43 2AB

Tel: 07853 093 199

Email: orchardhouse@brighterstays.org

1. **Registered Manager:** Elizabeth Chisanga
Email: liz@brighterstays.org
Tel: 07943457631
2. Deputy Manager: Amy Catchpole
Email: amy.catchpole@brighterstays.org
3. Responsible Individual: Mathew Gorvin
Email: Mathew.gorvin@brighterstays.org
4. **Director:** Jess George
Email: jess@brighterstays.org



1 THE QUALITY & PUPOSE OF CARE

Orchard House is a registered children's home providing residential care for up to two (2) children and young people aged 8 to 17 years who experience Emotional and Behavioural Difficulties (EBD). Our Statement of Purpose sets out our aims, ethos, approach, and the ways we meet the individual needs of every child placed with us. It ensures young people, their families, professionals, and Ofsted know what to expect from our home and how we help children achieve positive outcomes.

Our Aims and Ethos:

At Orchard House, we believe every child deserves safety, stability, and the chance to thrive. We aim to:

- Provide a warm, safe, and nurturing environment where children feel secure and valued.
- Enable each young person to heal from trauma, build trusting relationships, and develop resilience.
- Enhance every child's opportunity for learning, personal growth, and positive life choices.
- Enrich daily life with experiences that build confidence, life skills, and a sense of belonging.

Our vision is summed up in three words: Enabling, Enhancing, Enriching.

Who We Care For:

Orchard House supports children and young people who have experienced:

Complex trauma, disrupted attachments, and associated emotional and behavioural difficulties (EBD)

Many of our young people have had multiple placements and need time, care, and consistency to rebuild trust in adults and feel safe enough to make positive changes.

We work with placing authorities to ensure that Orchard House is the right placement to meet each child's assessed needs and care plan objectives.

A description of the accommodation offered by Orchard House: Located at 23 Busby Mead (MK43 2AB) in the pleasant Marston Moretaine area of Central Bedfordshire, Orchard House is a spacious detached property within a modern, semi-rural neighborhood. The home features ample off-road parking via a private driveway and is surrounded by well-maintained, secure outdoor spaces where young people can safely play and relax. Inside, the layout includes welcoming communal areas, a cosy lounge, bright dining room, and fully equipped kitchen/diner alongside private, personalised bedrooms. Built to contemporary standards the house benefits from robust structural compliance and modern fixtures .

physical environment supports a homely, safe, and nurturing setting designed to promote well-being and a sense of belonging.



A description of the location of Orchard House

Orchard House is situated in the heart of Marston Moretaine, a thriving semi-rural village in Central Bedfordshire. The home benefits from being part of a residential community that offers a peaceful, safe environment while remaining well-connected to nearby towns such as Bedford and Milton Keynes.

Marston Moretaine itself has a strong village identity with local amenities including a primary school, shops, parks, and community facilities all within easy reach. The village is surrounded by open countryside and green spaces, providing young people with opportunities for outdoor activities, nature walks, and community engagement. This balanced location ensures Orchard House combines the warmth and security of village life with convenient access to wider services and opportunities, supporting the holistic development and well-being of its residents.

Our Therapeutic Model – PACE

Our home is underpinned by the PACE model (Playfulness, Acceptance, Curiosity, Empathy), which shapes every aspect of our daily practice and interactions with young people.

PACE helps staff build safe, attuned, and trusting relationships with each child. By staying playful, accepting, curious, and empathetic, staff help young people feel understood and supported not judged for their past or their behaviour. PACE supports children to explore and make sense of their feelings and experiences, helping them regulate their emotions and learn healthier ways to express themselves.



Behaviour Management – Prevention, Protection Restoration (P.P.R)

At Orchard House, behaviour is supported through clear boundaries, consistency, and positive relationships, we recognise the importance of equipping our team with the right balance of skills, knowledge, and confidence to manage behaviour safely and effectively. Our staff receive

Prevention, Protection, Restoration (P.P.R.) training, which provides a clear framework to support positive behaviour management while upholding our commitment to trauma-informed and restorative practice.

The aim of P.P.R. training is to empower staff to prevent incidents wherever possible, protect both young people and staff during challenging situations, and restore relationships and learning through reflective, restorative approaches. Each training programme is carefully tailored to the specific needs of our team and the young people we support.

This training is not a one-off exercise but part of our commitment to ongoing development, with post-training support to ensure that staff are confident and competent in applying de-escalation techniques, physical interventions (where absolutely necessary and proportionate), and restorative conversations to reduce the likelihood of incidents reoccurring.

Individual Care and Support

Every young person has an individual care plan, risk assessments, and a positive behaviour plan tailored to their needs, goals, and experiences. These are reviewed regularly with input from the child, social worker, family (where appropriate), and other professionals.

Key workers provide regular keywork sessions to build trusting relationships, reflect on feelings and behaviour, and help young people achieve personal goals.

In house therapy:- Orchard House benefits from access to an independent psychotherapist whose role is to provide therapeutic oversight, consultation, and reflective support to the staff team. The therapist involvement supports staff to better understand children's emotional and behavioural presentations, strengthen trauma-informed practice, and promote consistent, safe responses. Any potential therapeutic input is discussed at the **commencement of a child's placement** as part of care planning. Children are given clear, age-appropriate information about **how, when, and where** therapeutic support would take place and are supported to ask questions and express their views. Engagement is **voluntary**, and children have the right to **accept or refuse** therapeutic input. Consent and preferences are recorded and kept under review, and inhouse therapy involvement does not replace a child's statutory or specialist mental health services.

Daily Life and Routines

Orchard House provides a homely, structured environment that promotes routine and security. Children are supported to attend education, develop independent living skills, and participate in household routines like meal planning and preparation, cooking & shopping.

We encourage involvement in hobbies, sports, clubs, and community activities to promote social skills, friendships, and positive self-esteem.

Each child has their own bedroom, which they can personalise, helping them feel ownership and pride in their space.

Preparing for the Future

We are committed to preparing young people for their next steps, whether that means returning



to family, moving to foster care, or stepping into semi-independent living. We start early with independence planning, teaching practical skills like cooking, budgeting, self-care, and using public transport. We have adopted and follow the 'Staying Close, Keeping in Touch' programme, we support young people, helping them navigate the transition to adulthood with continued guidance and reassurance.

Working in Partnership

We believe in working openly with families, social workers, schools, and specialist services to achieve the best possible outcomes for each young person. We encourage regular contact with

families (where appropriate) and support young people to maintain and build safe, meaningful relationships.

Monitoring and Quality Assurance

We are committed to high standards and continuous improvement. The home is regularly monitored through:

- Monthly Regulation 44 visits (independent visitor)
- Internal audits and supervision
- Feedback from young people, families, and professionals
- Local Authority Quality Assurance Visits
- Ofsted inspections

We use all feedback and learning to improve our practice and ensure we deliver the best care possible.



2. CHILDREN'S VIEWS & WISHES

As a home, we believe that the voice of each young person is central to every aspect of their care and the running of our home. We are committed to creating a culture where children feel listened to, valued, and genuinely involved in decisions that affect their lives.

We understand that many of our young people may not have had positive experiences of being heard or taken seriously in the past. Through our therapeutic model, PACE, we strive to build trusting relationships that give children the confidence to express their wishes, worries, and ambitions in a safe, non-judgemental environment.

Our homely, structured environment promotes routine and security. Children are supported to attend education, develop independent living skills, and participate in household routines like meal planning and preparation. We encourage involvement in hobbies, sports, clubs, and community activities to promote social skills, friendships, and positive self-esteem.

Each child has their own bedroom, which they are supported and encouraged to personalise, helping them develop a sense of ownership, privacy and pride in their space.

Key workers and the wider team actively encourage young people to share their views through regular keywork sessions, one-to-one and (or) group conversations formal & informal, house meetings, feedback surveys tailored to their understanding and method of communication.

Children are helped to understand their rights and how to raise any concerns or complaints. They are supported to contribute to their care planning and reviews and are encouraged to be part of shaping daily routines, activities, menu choices, and the overall life of the home.

Where a child's wishes cannot be met exactly for example, due to safeguarding or practical constraints, staff explain why and work with the child to find an alternative that still respects their feelings and choices. Our commitment is that no young person at Orchard House ever feels invisible or powerless. By embedding children's participation into our practice, we aim to help every child build self-esteem, feel ownership of their home, and grow into young adults who believe their voice matters and deserves to be heard.



Equality, Diversity, and Inclusivity

Our dining room has a large map of the world, this is one tool our dedicated staff team utilises as a talking point, reference and incentive in promoting Equality, diversity and inclusion in our home. The staff team will be at the forefront in encouraging Children to participate in cultural activities from a variety of backgrounds to help them develop an understanding of the world around them. Keywork sessions will be utilised by the staff in supporting children widen their knowledge and understanding of any gaps expressed or identified. A menu plan to include trying world foods to allow children/young people to experience and learn about other cultures.

Holidays to different parts of the country and world, conversations with others learning from their lived experiences.

We view the individual as the expert in this area of their culture and beliefs and will seek to provide support as required and identified by the young person.

We will treat everyone as an individual and support them in a way that makes them feel safe, and supported, gender (including gender reassignment), sexual orientation, race, religion or belief, disability, or culture. These arrangements will be considered as part of the Care Plan and Individual Placement Plan for each young person.

Complaints?



Orchard House recognises that listening to concerns and complaints whether from children, families, staff, professionals or visitors is an essential part of providing an open, transparent, and high-quality service. We are committed to ensuring that every young person feels safe and confident to raise a complaint or concern, and that they will be treated with respect and taken seriously without fear of reprisal.

Making a Complaint

All children are supported to understand their right to complain and how to do so, in ways that are appropriate to their age and level of understanding. Information about how to raise a complaint is shared with young people when they arrive and is revisited regularly through keywork sessions, children's meetings, and informal conversations.

Complaints can be made:

- Verbally or in writing to any member of staff.
- Directly to the Registered Manager.
- To the child's social worker or Independent Reviewing Officer.
- To an independent advocate who can support them to express their views.
- Directly to Ofsted if they wish.

Where a child needs help to make a complaint, staff will provide sensitive, practical support or arrange an advocate if appropriate.

How do we manage complaints?

All complaints are taken seriously and recorded promptly on Lief recording system under feedback/complaints. The Registered Manager oversees all complaints to ensure they are dealt with fairly, thoroughly and within agreed timescales.

Our complaints process includes:

- Listening to and recording the complaint clearly.
- Acknowledging receipt within 10 working days.
- Investigating the matter impartially and gathering all relevant information.
- Keeping the complainant informed throughout the process.
- Providing a clear written response explaining the outcome, any actions taken, and the right to escalate if they are not satisfied.

Where a complaint is made by or about a child, we ensure the child's welfare remains central at all times. Staff support the young person throughout and make sure they are kept informed of what is happening in a way they understand.

Escalation and Resolution

If a complainant is not satisfied with the outcome, they have the right to appeal. The Registered Manager will explain how to escalate the complaint to a more senior manager or, where appropriate, the Responsible Individual or Director.

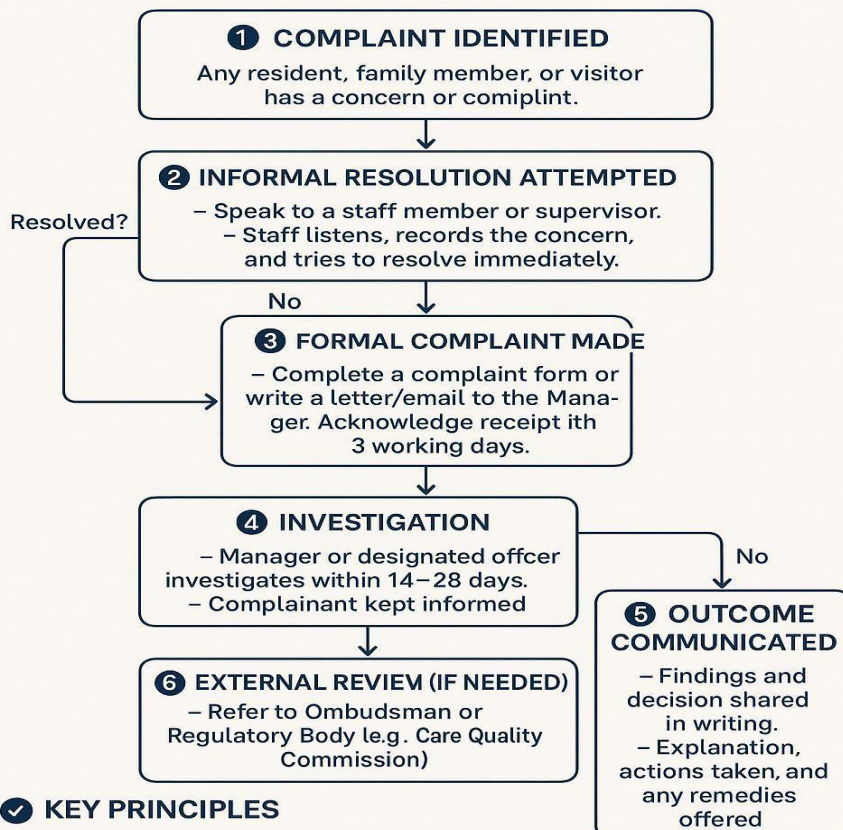
Where needed, external bodies such as the placing authority, independent visitor or Ofsted may be consulted to ensure a fair resolution.

Learning from Complaints

We treat every complaint as an opportunity to improve our service. The Registered Manager monitors all complaints to identify patterns or recurring issues, ensuring that lessons are learned and practice is improved where necessary.

Complaints are regularly reviewed as part of our quality assurance and Regulation 45 monitoring, with findings used to strengthen our safeguarding culture, staff training, and the overall care we provide.

ORCHARD HOUSE COMPLAINTS PROCEDURE FLOW CHART



✓ KEY PRINCIPLES

- All complaints are handled confidentially.
- Complainants are treated with respect.
- Records kept securely for audit

Contacting Ofsted

Young people and their representatives are reminded they can contact Ofsted directly at any time:

Ofsted National Business Unit

Piccadilly Gate, Store Street, Manchester, M1 2WD

Telephone: 0300 123 1231

Email: enquiries@ofsted.gov.uk

Commitment

At Orchard House, we are fully committed to a transparent, fair, and supportive complaints process that upholds the voice and rights of children, families, and professionals, and contributes to our commitment to delivering an outstanding standard of care.

If you feel that your complaint has not been heard or resolved, you can also complain to Central Bedfordshire Council the local authority the homes is situated within: -



Central Bedfordshire Safeguarding Children Partnership

Email cbscb@centralbedfordshire.gov.uk

Telephone 0300 300 6455.

Integrated Front Door (previously MASH): The IFD brings together the Multi-Agency Safeguarding Hub (MASH) and Early Help Hub in one place to facilitate early, better quality information sharing, analysis and decision-making to safeguard children, young people and families more effectively.

The Early Help Hub focuses on partnership working with agencies to provide children, young people and families with early help assessments and intervention to ensure families are able to access services and support at the right time.

How to contact the Integrated Front Door

If your concern is of an immediate safeguarding nature then please contact the Integrated Front Door on Tel: 01234 718700 during office hours (8.45am to 5.20pm, Monday to Thursday; 8.45am to 4.20pm on a Friday) or out of office hours please call the Emergency Duty Team (EDT) on 0300 300 8123. Office Hours: 01234 718700 during office hours
Out Of Hours: 0300 300 8123 out of hours



You can also call Childline on 0800 1111. This is a free phone number and you do not need any money to make this call.



Another option is that you can speak to The Children's Commissioner. The Children's Commissioner for England is Anne Longfield OBE. She has a duty to promote and protect the rights of all children in England in accordance with the United Nations Convention on the Rights of the Child.

How we approach anti-discriminatory Practice & Children's Rights

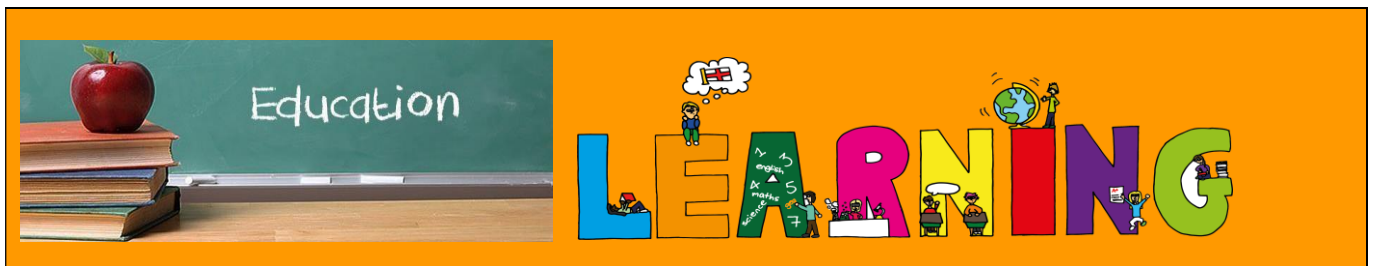
Orchard House seeks to deliver its services without discrimination. We welcome Children and young people from all parts of our community. Our Equality Statement demonstrates a commitment to ensuring all people are treated with dignity and respect, promoting equality of opportunity, and ensuring discrimination is not present in either our service delivery or employment practices.

Young people have the right to:

- Be happy.
- Have a stable home.
- Keep in contact with friends and family.
- Be listened to
- Feel safe where they live.
- Have a say in what they do and wear.
- Their own opinions
- Be treated fairly and with respect.
- Talk to someone independent.
- An education
- Treat their placement as a home.
- Practice their religion or belief.

- Live with people who understand and value their culture and background.
- Be free from any type of discrimination and complain if they feel they are not being treated fairly.

The Home will work collectively and challenge any discriminatory attitudes, behaviour and practices in the home and community and seek to educate young people through discussion and role modelling.



Orchard House believes that education is the foundation for our young people to build brighter, more secure futures. We are fully committed to ensuring that every child and young person in our care is inspired, supported and empowered to learn and thrive, no matter their starting point or past experiences.

Continuity and High Aspirations

Wherever possible, young people will continue attending the schools or colleges they were enrolled in prior to admission. Maintaining familiar routines and relationships supports stability and continuity in their learning journey. We set high expectations for all young people, actively promoting success in GCSEs, A Levels, vocational courses, apprenticeships and further or higher education. For those aged 16 and above, we support smooth transitions into training, employment or college pathways, working in partnership with local authorities, virtual schools and other professionals.

Creative and Flexible Support

We recognise that many young people with emotional and behavioural difficulties may have missed significant parts of their education or struggled in traditional learning environments. Orchard House is committed to being flexible and creative in overcoming these barriers.

Examples of our creative approaches include:

- **1:1 Learning Support:** Staff provide practical help with homework, projects, and exam preparation, tailored to each child's learning style and pace.
- **Learning Beyond the Classroom:** We encourage curiosity through life skills activities, cultural trips, museum visits, outdoor learning, volunteering and community projects.
- **Educational Enrichment:** We use hobbies and interests such as music, art, sports, or technology to engage reluctant learners in positive learning experiences.
- **Safe Study Spaces:** Dedicated, calm spaces are provided for young people to study, access online learning, and get support when they need it.
- **Celebrating Achievement:** We actively celebrate progress, however big or small, through rewards, displays and recognition to build self-esteem and motivation.



Supporting Special Educational Needs

For young people with SEN or an EHCP, our staff are trained and confident in understanding how best to support their individual needs. Where a child does not yet have a diagnosis but may benefit from an assessment for needs such as ASD, ADHD or learning difficulties, Orchard House will help secure the right support through an EHCP.

We work closely with teachers, SEN coordinators, social workers, virtual schools and parents/carers to make sure plans are up to date and strategies are consistently applied in the home and school settings.

Creating a Culture of Lifelong Learning

Education at Orchard House is not limited to the school day, we believe learning happens everywhere. From cooking meals to budgeting, from DIY projects to creative arts, we help young people develop practical skills, curiosity and confidence for adult life.

We understand that for some young people, education can feel daunting. Using our PACE-informed therapeutic approach, we build trust and help them overcome anxieties about learning by listening to their worries, breaking goals down into manageable steps and celebrating every achievement along the way.

A Team Commitment

As a home, we understand the vital role staff play in promoting education. Our staff team work closely with each young person to identify barriers, build confidence and develop practical, realistic plans that encourage engagement and success.

By championing a positive, supportive, and creative culture around education, Orchard House aims to show every young person that there is no limit to what they can achieve both now and in the future.



4. ENJOYMENT & ACHIEVEMENT

Orchard House aims high in maintaining a staff team who are fully dedicated, skilled and passionate about enabling young people to have a safe, positive and enriching experience while living in our home. We achieve this by delivering individualised care and support, which is tailored to each child's unique personality, strengths, interests and assessed needs. Every young person is recognised as an individual and supported to feel valued, respected and encouraged to thrive in all areas of their development.

All young people at Orchard House are supported and empowered to reach their full potential. We celebrate their talents and achievements and ensure they have equal access to opportunities that broaden their experiences and nurture their sense of belonging.

To ensure children have a positive, fulfilling experience living at Orchard House, we:

- Encourage and enable participation in local leisure and cultural activities appropriate for their age, interests and needs.
- Actively involve children in planning activities through regular *Young People's Meetings*, individual keywork sessions and daily conversations, ensuring their voice shapes what they do for fun and learning.
- Support children to build confidence in making choices and trying new things, developing hobbies that can boost self-esteem and build healthy friendships.

In-house activities are designed to stimulate creativity, encourage positive peer relationships and make the home feel warm and alive with opportunities for play, relaxation and fun. These include arts and crafts, music sessions, cooking and baking, themed movie nights, gardening, sports in the garden, board games, video games and the use of our PlayStation and other age-appropriate media. Staff are encouraged to bring fresh ideas and respond flexibly to children's interests, so that activities remain varied and engaging.

Recreational facilities are accessible to all children and regularly reviewed to ensure they remain safe, age-appropriate and stimulating. The staff team also promote engagement in wider community activities and facilities from school clubs, youth clubs, libraries and local sports centres, to dance, drama or martial arts classes according to each young person's interests and needs.

Community connections are central to life at Orchard House. We believe that young people benefit enormously from positive social participation and feeling part of their wider community. The home is active on encouraging and seeking Community Engagements that identifies opportunities for children to contribute to and benefit from their local area including volunteering, charity fundraising and outreach projects. For example, Orchard House will engage with local foodbanks, support local events and raises money for good causes, with the children actively involved in choosing and organising these efforts.

Through these activities and community links, young people learn vital social skills, develop empathy and resilience, and grow in confidence as valued, contributing members of their community.



5. HEALTH & WELLBEING

At Orchard House, we hold the highest ambition for every child's health and wellbeing. We have a commitment to creating a home where each young person's physical, emotional and mental health needs are fully understood, consistently prioritised and expertly met.

We actively empower our young people to take responsibility for their own health and wellbeing. Skilled, trusted staff build strong relationships with each young person, helping them to understand their health needs and make informed, positive choices that will benefit them throughout their lives.

Every child has their own individual Health Plan, co-produced with them and regularly reviewed to ensure it remains relevant and effective. Good health routines are woven into daily life, from medication management and regular check-ups to everyday choices about food, activity and rest.

Access to Healthcare

We ensure that every young person is registered promptly with local primary care services and has timely access to any specialist or therapeutic support they need, including annual child in Care (CIC) reviews and assessments, Dental, Optical and Mental Health Services such as CAHMS

- **Marston Forest Centre & Marston & Cranfield Health Centre** for GP and primary care services
- **Child and Adolescent Mental Health Services (CAMHS)**
- **Community Police Officers (PCSOs)** and
- **Bedfordshire Fire & Rescue Service**, who help promote safety, healthy choices and community engagement

Healthy Eating and Lifelong Skills

Nutrition and healthy living are central to our approach. Young people are actively involved in planning, shopping for and preparing healthy, balanced meals that reflect their preferences, dietary needs and cultural backgrounds.

Menus are discussed in regular house meetings so every child has a say. Fresh fruit, healthy snacks and drinks are always available, and mealtimes are an opportunity to learn, share and build positive routines that young people will take with them into independence.

Promoting Healthy, Informed Choices

We are clear and consistent in our expectations around smoking, vaping, drug and alcohol use. Orchard House is a smoke-free home, and we actively discourage unhealthy habits through honest discussion, evidence-based education and positive role modelling.

Where young people need extra help to change risky behaviours, we act quickly and proactively. We have strong links with **Aquarius**, an established specialist service that provides confidential, Our commitment goes beyond meeting basic health needs — we equip young people with the knowledge, confidence and skills to make healthy choices long after they leave our care.

By working in genuine partnership with children, families, healthcare professionals and community agencies, we create a strong network of support. We listen to our young people's views, adapt our practice to meet their changing needs, and never stop striving for the very best outcomes.

In this way, Orchard House delivers care and support that not only meets but exceeds expectations giving every young person the best possible chance to grow up healthy, resilient and ready for a positive future



6. POSITIVE RELATIONSHIPS

At Orchard House, we firmly believe that building safe, trusting and positive relationships is the cornerstone of helping young people heal, grow and thrive. Many of our children have experienced early trauma, disrupted attachments or loss, so we place meaningful relationships at the very heart of our practice.

Much effort is put into creating a warm, nurturing and emotionally secure home where every child feels valued, heard and truly understood. We know that when young people feel safe and connected, they are better able to trust, share their feelings and develop the confidence they need to flourish.

Our approach is underpinned by the **PACE model** Playfulness, Acceptance, Curiosity and Empathy which shapes every interaction and relationship within the home. Through PACE, our staff build authentic, consistent bonds with young people and role model healthy, respectful interactions every day. All staff are trained to respond to individual needs with sensitivity, patience and unconditional positive regard, creating the safe and secure base that so many of our children need.

Intentional Relationship Building

At Orchard House, we recognise that many young people communicate and receive care in different ways. Staff are trained to identify and respond to individual relational needs, including the use of **Love Languages**, particularly *Quality Time* and *Acts of Kindness*. This is reflected in the children's care planning.

This may include spending intentional one-to-one time with a young person, shared activities, consistent presence, or small, thoughtful actions that help build trust and emotional safety.

These approaches are not random acts of kindness but purposeful relational strategies used to repair attachment, reduce anxiety, and help young people feel genuinely valued.

We recognise that positive, supportive relationships should extend beyond Orchard House. Wherever safe and appropriate, we actively encourage and facilitate meaningful connections with family, friends, school and the wider community. We work closely with placing authorities, social workers and families to plan and maintain regular, well-supported contact that helps each child sustain important attachments and a strong sense of identity and belonging.

Relationships are built and strengthened through the routines and shared experiences of daily life



from mealtimes and house meetings to activities, celebrations and trips. Keywork sessions provide young people with a trusted, confidential space to express their feelings, reflect on their relationships and develop practical skills to manage emotions and resolve conflicts in a healthy way.

Through individual and group work, we help young people build self-esteem, understand boundaries and develop the social skills they need to form and maintain safe, healthy friendships. By supporting children to build confidence in their own ability to connect positively with others, we help lay the foundations for supportive networks that will sustain them into adulthood.

Above all, we know that warm, trusting relationships are the greatest protective factor for young people in care. By embedding this belief into all aspects of our practice, Orchard House gives every child the best possible chance to thrive emotionally, socially and in every area of life.



7. THE PROTECTION OF CHILDREN

At Orchard House, safeguarding is at the core of everything we do. The safety, welfare and protection of every child in our care is our highest priority. We ensure that all staff understand their individual and collective responsibilities to protect children from harm, abuse, neglect and exploitation, in line with the *Children's Homes Regulations and Quality Standards 2015*, *Working Together to Safeguard Children 2018*, and local interagency procedures set by the *Central Bedfordshire Safeguarding Children Board*.

All staff receive comprehensive induction and regular safeguarding and child protection training. This includes recognising the signs of abuse, responding appropriately to disclosures or concerns, and knowing how to escalate these concerns swiftly and effectively. Staff are fully aware of their duty to report any suspicion or allegation of harm immediately to the manager or senior on duty, who will ensure that information is shared promptly with Children's Social Care, the Police, the Local Authority Designated Officer (LADO), the Multi-Agency Safeguarding Hub (MASH) and Ofsted where appropriate.

We actively promote a culture of vigilance and openness so that children feel able to speak up and know they will be listened to and taken seriously. All concerns are thoroughly investigated in line with statutory procedures. Parents, carers and placing authorities are kept informed unless this places a child at further risk of harm.

Anti-Bullying

Bullying in any form is not tolerated at Orchard House. We understand its damaging impact on wellbeing and safety and take all allegations seriously. Staff proactively support young people to understand what bullying is, how to recognise it, and how to respond safely. Any incidents are dealt with swiftly through restorative approaches, individual support and clear boundaries, involving families, social workers and the Police if necessary.

Missing from Care and Exploitation

We work closely with local Police and other agencies to protect young people from going missing, criminal exploitation or grooming. The home recognises and follows the Philomina Protocol.

What is the Philomena Protocol?

The Philomena Protocol is a scheme that asks carers to identify children and young people who are at risk of going missing, and to record vital information about them that can be used to help find them quickly and safely.

The carer adds details about the young person to the Philomena Protocol form which includes:

- a physical description
- who their friends are
- a recent photograph
- whether they've gone missing before

By completing the form with the child or young person, the care provider has the opportunity to discuss, better understand and address any underlying factors that may be prompting or influencing missing episodes so the underlying causes can be identified and addressed.

Risk assessments and individual safety plans are in place for each child, reviewed regularly to reflect any emerging risks.

Staff will follow clear procedures if a child goes missing, including timely notification to the Police, social worker and parents. A return interview will be arranged and conducted by the social worker or appointed other.

Safety and Safety:

The home complies with all Health and Safety requirements and staff and children will be heavily involved. An environmental risk assessment has been completed and regularly reviewed in response to issues identified and ensure it is a live document fit for purpose.

Orchard House has taken great consideration with regards to Fire Safety. The house is suitably fitted with equipment to help in the prevention and management of fires; The staff are expected to ensure Fire safety procedures are adhered to and Children are involved and participate in safety procedures. The home has the following:

- Smoke & Heat detectors
- Multipurpose commissioned and certified Fire extinguishers on each floor of the home. There are 3 floors.
- Flame retardant soft furnishings and furniture.
- Weekly Fire safety checks completed by staff and children encouraged to participate.
- Fire drills carried out monthly, which entail all occupants of the Home.
- Evacuating procedures written and verbally communicated
- Emergency lighting
- All toxic and harmful substances are kept securely. (COSHH & Medication)
- Comprehensive Risk Assessments have been carried out and maintained.
- Fire Risk Assessments are carried out and maintained.
- All medication is kept locked and controlled.
- All staff are trained in basic first aid.
- A record of all checks and tests are retained in the home.
- Comprehensive Risk and Fire Risk Assessments are monitored.

Monitoring:

Where identified through individual risk assessment, door alarms are in place to support overnight safety and safeguarding. These are used as a protective measure rather than a restrictive one and are regularly reviewed to ensure they remain necessary and proportionate.



Social Workers are informed and consent gained in relation to these measures. Likewise, the children are informed about these measures in an age-appropriate way, and their views are sought and recorded. The use of door alarms is always balanced with each child's right to privacy, dignity, and independence.

Orchard House uses Parent Shield safer SIM cards for children who have mobile phones, where this is identified as appropriate through individual risk assessment and agreement with relevant professionals. Parent Shield supports online and mobile safety by restricting access to harmful content, unknown contacts, and unsafe communication, while still enabling children to maintain appropriate social connections. This approach supports safeguarding in a way that is preventative, proportionate, and supportive of digital independence.

To strengthen safeguarding, measures are in place to protect young people overnight. This may include door alarms, based on individual risk assessments. We do not use internal CCTV but do use a ring door camera at the main entrance for security. These measures

respect each child's right to privacy while prioritising their safety.

Behaviour Management

Orchard House uses a trauma-informed approach to help children understand and manage their behaviour safely. Our staff are trained in the PACE model (Playfulness, Acceptance, Curiosity, Empathy) and the P.P.R framework for positive handling and de-escalation. Physical intervention is only ever used as a last resort to prevent serious harm and is carried out by trained staff in line with individual risk assessments and positive handling plans. All incidents are recorded and reviewed, with social workers and families informed as appropriate.

Positive Relationships and Protective Culture

We believe safe, trusting relationships are fundamental to safeguarding. Staff build strong, consistent bonds with children, helping them feel secure, respected and understood. Open communication, daily routines, keywork sessions and clear boundaries all support a protective environment where children are helped to develop positive coping strategies and learn how to keep themselves safe.

Partnership Working

We work in partnership with families, schools, healthcare providers, the Police and specialist agencies to protect children and achieve the best possible outcomes. Safeguarding concerns are always addressed collaboratively, ensuring children's voices are heard and their welfare is the central focus of all decision-making.



8. LEADERSHIP & MANAGEMENT

Orchard House recognises that strong, effective leadership and management are vital to providing the consistent, high-quality care our young people deserve.

The home has strengthened its position in leadership and management and focused on and taken such actions as:

- Appointment of Responsible Individual Matthew Gorvin, Deputy Manager Nicola Hemmings
- Clear lines of responsibility defined, regular reflective managers supervision, and accessible senior manager support.
- We have renewed our focus on promoting a positive, supportive culture within the home. through consistent oversight by the registered manager, operations and RI support.
- Clear policies, and a commitment to our core values of nurture, respect, trust, and aspiration.
- Quality assurance is now more rigorous, with regular audits, clear action plans, and close monitoring to ensure progress is sustained.
- We celebrate good practice, learn from challenges, and share knowledge openly across the team turning past weaknesses into opportunities for growth.



Orchard House is committed to embedding a culture where leaders model openness, curiosity, and a commitment to learning encouraging staff to speak up, share ideas, and grow in confidence and skill. The management team now prioritises continuous professional development, ensuring all staff receive thorough induction, robust training, and timely refreshers.



The home actively seeks feedback from young people, families, and professionals to drive improvement and adapt practice where needed. By listening, reflecting, and acting, we build trust and ensure our leadership stays responsive and effective.

We are creating an environment where young people and staff alike feel safe, valued, and motivated to thrive.

Above all, the leadership team is resilient, reflective, and determined to secure the best possible outcomes for every young person at Orchard House. By investing in our people, learning from experience, and holding ourselves accountable, we are building a home where leadership and management are a true strength and where young people can feel the benefit every day.

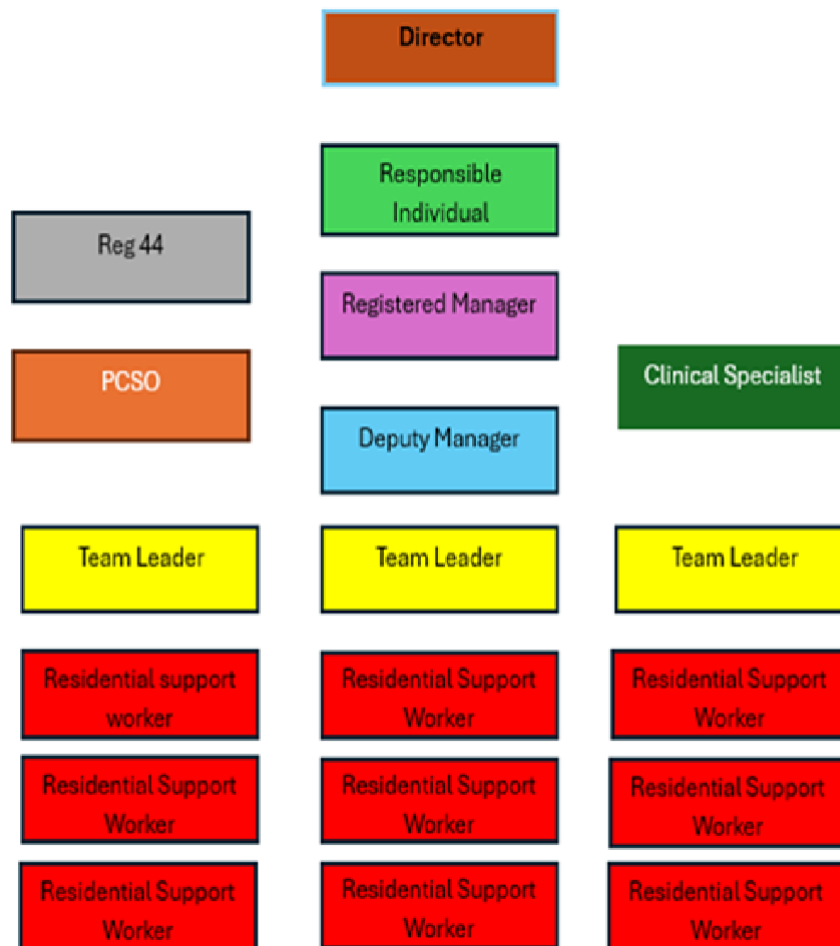
THE LEADERSHIP TEAM

LEADERSHIP TEAM NAME & ROLE	QUALIFICATIONS	EXPERIENCE
<p>Director Jess George</p> 	<ol style="list-style-type: none"> 1. Social work assistant 2. Working with children & families 3. PACE 4. Team teach 5. Counselling 	<p>Jess brings over 25 years of experience supporting children, young people, and families through education, intervention, and community services.</p> <p>She combines a strategic, person-centered, trauma-informed approach to leadership with a strong emphasis on service development, compliance, and fostering a caring organisational culture.</p> <p>Jess's empathetic and resilient leadership, underpinned by her experience as a mother of four, guides our organisation's mission to help young people thrive</p>
<p>Responsible Individual Mathew Gorvin</p> 	<ol style="list-style-type: none"> 1. Diploma Level 7: Strategic Management and Leadership 2. Ba (Hons): Childhood and Youth Studies: 3. Diploma Level 5: Leadership in Health and Social Care and Children and Young People's Services 4. NVQ 3: Health & Social Care 	<p>Mathew has over 15 years of leadership in children's residential care, marked by integrity, a focus on quality, and professionalism across various settings. His notable achievement includes transforming an organisation rated "inadequate in all areas" by Ofsted in 2021 into a "good in all areas" rating, culminating in winning the National Children and Young People's Award for Best Team (South). Since April 2024, Mathew has led significant growth, registering three managers with Ofsted, opening a new home, and progressing registration for a fifth. Outside of work, he actively contributes to the community through his roles in local scouting, leading a multi-site Champions Club for children with additional needs, and participating in charitable activities such as running the London Marathon.</p>

<p>Registered Manager Elizabeth Chisanga</p> 	<ol style="list-style-type: none"> 1. Level 7: Senior Leadership enrolled 2. Diploma Level 5: Leadership & Management 80% completion 3. Higher Education Cert-(HCE)-Children & Young People Nursing 4. Mental Health Firs Aider 5. Diploma: Human Resource Management 6. NVQ 3 & 4: Health & Social Care 	<p>Elizabeth Chisanga, Registered Manager, offers over 24 years of social care experience, including 10 years in children's services. Her broad background across complex care settings and progression from frontline to senior leadership equips her with strong operational and safeguarding expertise. Elizabeth's child-centered, therapeutic approach ensures Orchard House remains a safe, supportive environment where young people can develop and flourish.</p>
	<p>Ba(Hons): Children, Young People & Families Diploma Level 5: Leadership & Management-enrolled</p> <ul style="list-style-type: none"> • PPR Prevent, Protect Restore • Trauma Informed Care • Safeguarding 	<p>Amy is newly appointed Deputy Manager, new to the role stepping up from Team Leader position and qualified to degree level. She bringing fresh energy and passion to the leadership team. With over 2 years' experience in residential care and additional safeguarding experience in education, Amy is helping drive a resilient, child-centered culture. Her empathy, determination, and commitment support the team to deliver high- quality care and positive outcomes for young people</p>
<p>Reg 44 Visitor Kara Bernard</p> 	<p>Diploma Level 5: Leadership & Management Health & Socia care Diploma Level 3 RCC</p>	<p>12 years experience in the care sector, with both adults and children. Experience with learning disabilities, mental health, emotional behavioural difficulties and health needs. Passionate about improving people's lives and helping them to reach their full potential. Dedicated to any role.</p>
<p>TEAM LEADERS</p>	<p>QUALIFICATIONS & TRAINING</p>	<p>EXPERIENCE</p>
<p>LS</p>	<p>Level 3 RCC</p>	<p>19 years in children residential</p>
<p>HS</p>	<p>Level ¾ RCC</p>	<p>11 years</p>
<p>EG</p>	<p>Degree</p>	
<p>DO</p>	<p>Diploma level 3 enrolled</p>	
<p>Residential Support Workers</p>	<p>QUALIFICATIONS & TRAINING</p>	<p>EXPERIENCE</p>

EE	Diploma Level 3 enrolled	
ZL	Diploma Level 3 enrolled	
DJ	Diploma Level 3 enrolled	
GM	Diploma Level 3 enrolled	

Orchard house Team Structure



Staffing Structure and Rota Arrangements

At Orchard House, we operate a **consistent and well-planned staffing structure** designed to provide effective oversight, continuity of care, and emotional safety for children at all times. Staff rotas are planned **at least one month in advance** and arranged in **settled, predictable patterns** wherever possible. This promotes stability for children, supports strong relationships, and enables staff to work confidently and effectively.

A **small, carefully selected pool of bank staff** is maintained to cover annual leave, training, or unforeseen absences. Bank staff are familiar with the home, its routines, and the children, ensuring continuity and safeguarding standards are maintained at all times.

Each shift is ordinarily led by a **Team Leader**, who holds responsibility for the safe and effective running of the shift. This includes clear delegation of duties, oversight of children's welfare, and decision-making in line with individual care and risk plans. Where a Team Leader is not on duty, a **clearly identified Shift Lead** is appointed to ensure consistent leadership, accountability, and safeguarding oversight.

Orchard House is staffed **24 hours a day, seven days a week**, operating a **Sleep in & waking night staffing model**, depending on the needs of the children to ensure appropriate supervision



and safeguarding throughout the night. As a minimum, **two staff members are available at all times**, with staffing levels increased where required to meet the assessed needs and risks of individual children. Staffing arrangements are reviewed regularly and adjusted proactively to ensure the home remains safe, responsive, and well-supported.

- The Registered Manager and Deputy Manager work standard office hours, Monday–Friday, 9:00am–5:00pm, but carry out regular checks outside of these hours to monitor the quality of care and provide support to the team.
- There is on-call rota to ensure out-of-hours management cover at all times.
- Managers, Director & RI meet monthly to review all operational, safeguarding, and financial matters, and to monitor the home's development plan. This includes reviewing the Manager's Monthly Report, which details the progress of each young person and the overall performance of the home to ensure continuous improvement and accountability.

SAFER RECRUITMENT:

All employees are recruited in line with the home's Safer Recruitment Policy to ensure the highest standards of safety and suitability. Prospective employees must complete a thorough recruitment process, including robust checks in line with the Registered Manager's Schedule 2 responsibilities. All interviews are conducted following Safer Recruitment Interviewing procedures. Before any offer of employment is made, comprehensive checks are carried out, including:

- Enhanced DBS checks
- Health checks
- Proof of identity and right to work
- References from all previous employers where the individual worked with children or vulnerable adults
- Verification of a full employment history and reasons for leaving each role

No contract of employment will be confirmed until all checks are satisfactorily completed. If any issues arise (e.g. a positive DBS return), appropriate measures, such as risk assessments, will be implemented before any decision is made.

All staff DBS checks are registered with the Government Update Service and regularly monitored as part of ongoing Schedule 2 compliance overseen by the Registered Manager.

The Registered Manager, Deputy Manager, Business Support & HR Admin and any staff involved in recruitment complete Safer Recruitment training and refresher courses as required to maintain best practice standards.

STAFF INDUCTION PROGRAMME: WEEK 1 – WELCOME & INTRODUCTION

- Meet the team & tour Orchard House
- Introduction to the company & structure
- Receive Employee Handbook, Statement of Purpose & Children's Guide
- Start Induction Checklist

WEEK 2 – POLICIES & PRACTICE

- Learn policies & procedures
- HR & Finance session: shifts, pay & expectations Welcome supervision & Supervision Agreement Continue Induction Checklist

HOME INDUCTION (Before First Shift)

- Site tour & emergency exits
- Health & safety, fire safety, risk assessments

- Review care plans, daily systems & strategies
- Medication competency

WEEK 1-2 – SUPPORTED SHADOWING

- Week 1: Day shifts only
- Week 2: Shadowing experienced staff
- Ongoing mentoring & feedback

WEEK 3 – MONTH 6 – TRAINING & PROBATION

- Complete mandatory in-person & online training
- Regular supervisions & check-ins Reflective practice & support Probation review at 6 months

Ongoing Training and Development:

In line with “The Guide and Children’s Home Regulations 2015,” The staff team are supported to undertake their Diploma Level 3 qualification In Residential child Care after completion of their 6-month probationary period if they have not already completed this prior to joining Brighter Stays.

New team members begin mandatory in-person and online training, covering core topics such as safeguarding, first aid, health & safety, behaviour management, and trauma-informed care. This training continues throughout their six-month probationary period, alongside regular supervision, reflective practice, and ongoing performance reviews to embed best practice and support continuous professional growth.

Through this supportive induction, Orchard House ensures every team member upholds our commitment to delivering safe, nurturing, and outstanding care for the children and young people who live with us.

Continuous Professional Development (CPD)

Orchard House is committed to the ongoing professional development of all staff members. Staff are supported and encouraged to undertake further training and qualifications relevant to their current role and future progression.

The staff team is empowered to develop new approaches to working with children and young people, ensuring effective, positive communication at all levels.

Training needs are assessed in line with each child’s referral.

Any specific training required to safely and effectively meet a young person’s risks and emotional needs will be identified prior to admission and arranged no later than four weeks before placement.

Regular training is delivered to keep all staff up to date with legislative changes, safeguarding requirements, best practice guidance, and any role-specific refresher training. Records of all training are maintained and regularly audited to ensure compliance and continuous improvement

9. CARE PLANNING

At **Orchard House**, the welfare of every child is paramount. We are fully committed to working in partnership with each child or young person (as far as practicable given their age, understanding and circumstances), their parents or those with parental responsibility, and the placing authority to ensure that the child's safety, wellbeing and individual needs are always safeguarded and promoted.

Children, young people, their families and placing authorities are actively involved in decision-making wherever possible, and their views are sought, respected and considered in all aspects of care planning and daily living with due regard to risk and the child's best interests.

Placement Plans and Reviews

Every child has a **Child-Centred Placement Plan** and an agreed Care Plan which set out how their care, education, health and welfare will be provided for. These plans are reviewed regularly in line with statutory requirements and good practice.

Each young person also has an outcomes Tracker, updated monthly to monitor progress towards individual goals and to celebrate achievements large and small that build confidence and self-worth.

Admissions

Admissions to Orchard House will be carefully planned and organised to ensure a smooth, supportive transition both for the child joining the home and those already living here.

Before any visit or move takes place, the Registered Manager carries out a detailed Impact Risk Assessment. This considers the young person's specific needs, behaviours, risks, and how they may affect or be affected by the needs of existing young people in the home. Physical aspects of the home, staffing levels, and the skills and experience within the team are also considered to ensure a safe match.

We expect to receive and review all relevant documentation prior to placement, including care plans, education plans, health records, risk assessments and any specialist reports. Where possible, the Manager, Deputy or key staff will undertake direct observations of the child in their current setting (family home, school or current placement).

Children and their families are encouraged to visit Orchard House for a **'tea visit'** or a series of planned visits. These visits will help the child to get to know staff, other children, their bedroom and shared spaces helping to reduce anxiety and create a sense of belonging from the outset.

Emergency admissions will be considered only in exceptional circumstances. An initial risk assessment will be completed and compatibility assessed before any decision is made. Essential documents must be provided before admission.

On Arrival

When a child moves in, they receive a warm, child-friendly welcome. Their allocated **Keyworker** greets them and is introduced as their primary point of support and advocacy.

Each child is given an age-appropriate Children's Guide that explains their rights, daily routines, house rules, how to make a complaint, the anti-bullying and behaviour management approach, and how to contact trusted adults and independent advocacy services.

Key information is explained sensitively, including:

- House routines such as bedtimes, pocket money, clothing allowance and meals.

- Basic health and safety, fire procedures and how to stay safe in the home and community.
- Who they can talk to if they feel worried or unhappy.

A planning meeting is held within two weeks of admission, and the child's **Individual Placement Plan** is updated to reflect agreed goals, strategies and support.

Health and Wellbeing

Every child is registered with a local GP, dentist and optician as soon as possible. A health check is arranged to ensure that all health needs are identified and met promptly.

Keyworker Role

The Keyworker is central to care planning at Orchard House building a trusting relationship, advocating for the child's wishes and feelings, and ensuring the child's voice is heard and reflected in plans and reviews. All staff understand their duties in supporting the keyworker role and providing consistent, reliable care.

Reviews

Placement Plans are reviewed within four weeks of admission, again within three months, and thereafter at least every six months or sooner if required. These statutory reviews ensure each child's care remains appropriate, responsive and focused on achieving positive outcomes.

The Manager ensures that the agreed outcomes of reviews are implemented without delay and reflected in day-to-day care.

We work closely with the placing authority to share information, attend meetings, and ensure that any changes are agreed collaboratively. Copies of updated plans will be provided to the child's social worker.

Transitions

When the time comes for a child or young person to move on, they are supported to plan for this important step with sensitivity and care. The Keyworker works closely with the placing authority to identify the next placement or pathway plan and ensure the young person's voice is central to all decisions.

We believe that endings are significant, so we work hard to mark transitions in a positive way recognising the young person's journey and celebrating their achievements with staff, peers and, where appropriate, family members.

Multidisciplinary Coordination

Care planning at Orchard House is reinforced through strong, ongoing communication with external professionals, including social workers, education providers, healthcare teams, and safeguarding partners. Regular multidisciplinary meetings and reviews ensure the Placement Plan remains current, coordinated, and effective.

Record Keeping and Confidentiality

All care planning documentation is securely stored within the home's digital recording platform, Lief. Records are accessible only to authorised staff, and maintained in line with GDPR and the Data Protection Act.

Children have the right to access their records through their allocated social worker. The Registered Manager ensures regular audits of all care plans and related documents to maintain accuracy, compliance, and transparency.

Updated: 03 January 2026 Elizabeth Chisanga