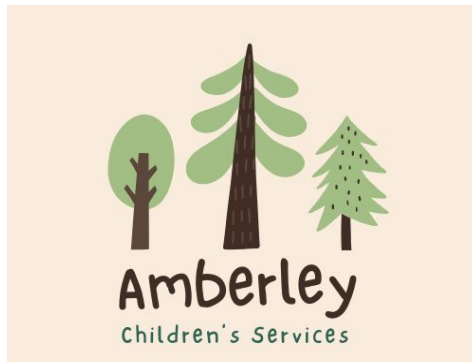




Applewood House

STATEMENT OF PURPOSE

Amberley Children's Services Ltd

Regulation 16

Provider: Amberley Children's Services LTD

Home: Applewood House

URN: TBC

Date Created: 14/03/2026

Applewood House provides structured, trauma-informed residential care for children with complex needs, with a focus on safety, stability and long-term positive outcomes



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Regulation 16 - Schedule 1

The Children's Homes (England) Regulations 2015

This Statement of Purpose is maintained in accordance with Regulation 16 and Schedule 1 of the Children's Homes (England) Regulations 2015.

It is made available to:

- Children accommodated at the home
- Parents and persons with parental responsibility
- Placing authorities
- Ofsted
- Staff
- Any person or body involved in the protection of a child

1. The Quality and Purpose of Care

Applewood House is a specialist four-bed children's home providing structured, high-intensity residential care for young people aged **7–17 years (mixed gender)**.

The home has been intentionally developed to support young people who may present with:

- complex trauma histories
- high-risk behaviours
- repeated missing episodes
- serious aggression
- vulnerability to exploitation (CSE / CCE)
- emotional dysregulation
- emerging or diagnosed mental health needs
- young people who may be subject to court-authorised Deprivation of Liberty (DoLS)

Applewood House is designed to support young people whose needs may exceed the capacity of some standard residential settings but who do not require secure accommodation. The service provides enhanced staffing levels, structured risk management, and therapeutically informed care within a safe and nurturing residential environment.

The overall aim of the home is to provide stability, safety and consistent care for young people whose previous placements may have struggled to meet their needs.

Through structured support, strong relationships with staff, and clear boundaries, the home aims to achieve the following outcomes for children living at Applewood House:

- improved placement stability



- reduction in high-risk behaviours
- improved emotional regulation and coping strategies
- safer engagement with the community
- improved educational attendance and participation
- development of independence skills appropriate to age and ability

The home aims to provide a stable environment where young people can begin to rebuild trust in adults, feel safe, and make meaningful progress over time.

The home operates within a **structured and predictable environment**, using trauma-informed and attachment-aware practice to support young people to feel safe and understood.

Our approach integrates:

- trauma-informed practice
- attachment theory
- Positive Behaviour Support
- PACE-informed relational practice
- mental health informed care planning

Staff are trained to understand behaviour as communication and to respond in a calm, consistent and reflective manner that supports young people to develop safer ways of expressing their needs.

Capacity and Placement Matching

Although Applewood House is registered to accommodate **up to four children**, the home will not automatically operate at full capacity.

As a specialist service supporting young people with complex and high-risk needs, the organisation recognises that placement matching and group dynamics are critical to maintaining a safe and stable environment.

Where a child requires enhanced supervision arrangements, including **1:1 or 2:1 staffing**, or where the needs of the existing group require additional stability, the home may operate below full occupancy.

Placement decisions will always be guided by:

- compatibility between children
- cumulative risk assessment
- staffing capacity and experience
- the ability to maintain a safe and therapeutic group living environment



Amberley Children's Services **prioritises the safety, stability and progress of children** living in the home above occupancy levels.

2. The Range of Needs of Children for Whom the Home is Intended

Applewood House provides care and accommodation for **children and young people aged 7–17 years (mixed gender)** who require structured residential care due to complex emotional, behavioural or safeguarding needs.

The home is specifically designed to support children who may present with:

- Social, Emotional and Mental Health (SEMH) needs
- complex trauma histories
- emotional dysregulation and behavioural instability
- repeated missing episodes or risk of going missing
- vulnerability to exploitation (including CSE and CCE)
- serious risk-taking behaviours
- emerging or diagnosed mental health needs
- ADHD or Autism Spectrum Condition where this can be safely supported within a group living environment
- early-stage substance misuse vulnerability
- difficulties sustaining placements in standard residential settings

Applewood House may also accommodate children who are **subject to court-authorised Deprivation of Liberty (DoLS)** where restrictions are proportionate, legally authorised, and compatible with a residential group care setting.

The home recognises that DoLS arrangements can vary significantly in restrictiveness. Due to the home operating as a **four-bed group living environment**, only restrictions that can be safely and proportionately managed within this setting will be considered.

Examples may include:

- restrictions relating to mobile phone use or internet access
- supervised community access
- structured supervision levels agreed within care planning

Highly restrictive arrangements that would significantly impact the safety, wellbeing or rights of other children in the home would not normally be suitable for this setting.



Where restrictions are assessed as too restrictive to be safely managed within a four-bed group living environment, the placement would not normally be considered suitable for Applewood House.

All referrals are carefully assessed to ensure that the needs of the child can be safely supported without negatively impacting the stability of the existing group.

Placement decisions are informed by:

- detailed referral information
- risk assessments and care planning documentation
- compatibility with existing children in the home
- staffing capacity and supervision levels required
- the ability to safely meet the child's needs within a group residential environment

The home does **not** provide:

- secure accommodation under Section 25 of the Children Act 1989
- inpatient psychiatric or hospital-based care
- placements requiring clinical containment
- placements where the risks cannot be safely managed within a group living environment

Where a referral is assessed as unsuitable, Amberley Children's Services will communicate clearly with the placing authority regarding the reasons for the decision.

3. The Home's Ethos and Approach

Applewood House is founded on the understanding that **behaviour is communication**. Many children living in residential care have experienced trauma, instability or disrupted relationships, and their behaviour often reflects unmet needs, fear, or difficulty regulating emotions.

Our approach focuses on building **safe, consistent and trusting relationships** between children and staff. We believe that positive relationships are the foundation for change and progress.

The home operates within a **trauma-informed and attachment-aware framework**, recognising that children may have experienced significant adversity and require patience, consistency and understanding from the adults caring for them.

Our care model integrates a number of recognised approaches, including:

- trauma-informed practice



- attachment theory
- PACE-informed relational practice
- Positive Behaviour Support
- mental health-informed care planning
- restorative responses to conflict and incidents

Staff are trained to understand behaviour through a **developmental and trauma-informed lens**, recognising that children may not yet have the skills to regulate their emotions or communicate their needs safely.

Rather than responding punitively, staff focus on helping children to:

- understand their emotions
- develop safer coping strategies
- reflect on incidents and learn from them
- build healthier relationships with others

The home aims to balance **structure with nurture**. Clear boundaries and expectations are maintained to ensure safety and consistency, while staff remain supportive, calm and emotionally available.

Through consistent care, reflective practice and therapeutic support, Applewood House aims to help children feel safe, develop resilience, and make meaningful progress over time.

4. A Description of the Home

Applewood House is a **semi-detached residential property** located in **Rochester, Medway**. The property has been adapted to provide a safe, comfortable and homely environment suitable for children living in residential care.

The home is arranged across **three floors** and provides a balance of private and communal living spaces to support both relaxation and structured daily routines.

Ground Floor

The ground floor includes the main entrance hallway, which provides access to the **staff lockable office**, used for administration and secure record keeping.

The home benefits from a **spacious communal lounge area** which leads into a large **open-plan conservatory space**. This design allows for two connected but distinct living areas. One area is used as a **calm lounge space for relaxation**, while the conservatory provides an additional recreational area which may be used for activities such as gaming, socialising, or group activities.



Also located on the ground floor are:

- a spacious kitchen with informal seating and space for a dining table, supporting shared meals and daily routines
- a downstairs toilet
- a lockable cupboard used for **COSHH storage**
- one bedroom / Lounge Space

First Floor

The first floor contains **three double bedrooms for children**, providing comfortable and private personal living spaces.

One bedroom benefits from an **ensuite bathroom**, while the remaining bedrooms share a **separate bathroom facility** located on the same floor.

Second Floor

The second floor provides **two additional double bedrooms**.

One room is designated as the **staff sleep-in room**, ensuring staff are available within the home overnight. The additional bedroom contributes to the home's capacity to accommodate up to four children.

One of the rooms on this floor also benefits from **an ensuite bathroom**.

Outdoor Space and Environment

Children are encouraged to personalise their bedrooms where appropriate, helping them to feel comfortable and develop a sense of belonging within the home.

The property benefits from a **private rear garden of a good size**, providing outdoor space for recreation, relaxation and outdoor activities.

Within the garden there is also a **detached outdoor building**, which may be developed in the future to support additional activities or structured spaces for young people, subject to appropriate planning and safeguarding considerations.

The home has a **private driveway providing off-street parking for up to three vehicles**, with additional on-street parking available nearby. This supports staff working shifts at the home and ensures safe and practical access to the property.

Safeguarding adaptations within the property include:



- a **domestic-style security system**
- **external CCTV covering the perimeter of the property only**

CCTV does not monitor internal living areas and is used solely for safeguarding purposes, ensuring that children's privacy and dignity are respected.

The overall aim of the physical environment is to provide a **warm, stable and family-style setting**, rather than an institutional environment, enabling children to feel safe, settled and able to engage positively in daily life.

5. Location of the Premises

Applewood House is located in **Rochester, Medway**, within a predominantly residential area that provides access to a range of community resources and services that support the wellbeing and development of children living in the home.

The local area offers access to:

- local schools and alternative education provisions
- health services including GP practices, dental services and mental health support
- public transport links connecting to wider areas of Medway and surrounding towns
- community facilities including leisure centres, shops and youth services
- parks and recreational spaces that support physical activity and wellbeing

Amberley Children's Services recognises the importance of understanding the **local safeguarding context** when operating a children's home.

Staff support children to access community activities, leisure opportunities and local services in a safe and supervised way, helping them to develop confidence and positive engagement with their local environment.

A comprehensive **Location Risk Assessment (LRA)** has been completed in accordance with **Regulation 46 of the Children's Homes (England) Regulations 2015**, assessing the suitability of the location for children who may present with complex needs and vulnerabilities.

The assessment considers a range of environmental and contextual safeguarding factors including:

- local crime data and patterns of offending
- consultation with local policing teams
- risks relating to child criminal exploitation (CCE) and child sexual exploitation (CSE)
- transport routes and potential risks associated with travel
- community factors that may impact the safety and wellbeing of children



As part of the consultation process, Amberley Children's Services contacted a range of relevant agencies including **Kent Police, Medway Council Children's Services, Medway Safeguarding Children Partnership, and the local Community Safety Team** to gather information regarding community safety considerations and safeguarding risks.

Feedback received from the local **Neighbourhood Policing Team** confirmed that Wallace Road and the surrounding streets are primarily residential in nature and are considered a generally stable and suitable environment for a children's home.

Like many urban areas, the wider Medway locality experiences some safeguarding challenges relating to youth vulnerability, exploitation and missing episodes. However, these risks are not specific to Wallace Road itself and are considered manageable through appropriate safeguarding measures, supervision, and partnership working with local agencies.

This information has informed the safeguarding planning within Applewood House, ensuring that staff remain aware of wider contextual safeguarding risks while supporting young people to engage safely with their community.

The Location Risk Assessment helps ensure that appropriate safeguarding strategies are in place and that the home remains suitable for the needs of children placed there.

The assessment is **reviewed annually**, and additionally whenever there are significant changes in the local area or when a new placement is being considered.

Amberley Children's Services will continue to maintain professional links with local safeguarding partners, including police and placing authorities, to ensure that emerging local risks are understood and appropriately managed.

6. Safeguarding and Child Protection

Safeguarding and promoting the welfare of children is the **highest priority at Applewood House**.

The home operates in accordance with relevant safeguarding legislation and guidance, including:

- *Working Together to Safeguard Children*
- the procedures of the **Medway Safeguarding Children Partnership**
- the **Children's Homes (England) Regulations 2015** and associated Quality Standards

All staff understand that safeguarding is everyone's responsibility and are trained to recognise and respond to any concerns relating to abuse, neglect, exploitation or harm.

Safeguarding measures within the home include:



- **safer recruitment procedures** in line with Regulation 32
- enhanced **DBS checks** and verification of identity, employment history and references
- clear **allegation management procedures**, including referral to the Local Authority Designated Officer (LADO) where appropriate
- compliance with the **Prevent Duty**, ensuring staff understand the risks of radicalisation and extremism.
- staff training in identifying and responding to **Child Sexual Exploitation (CSE)** and **Child Criminal Exploitation (CCE)**
- robust **Missing from Care procedures**, ensuring timely reporting and multi-agency responses where a child goes missing
- **Regulation 40 notifications** to Ofsted where significant safeguarding incidents occur

Safeguarding concerns are reported immediately to the Registered Manager or senior staff member on duty, who will take appropriate action in line with safeguarding procedures and notify relevant professionals where required.

Applewood House works closely with **placing authorities, social workers, police, safeguarding teams and other professionals** to ensure that risks are shared and managed effectively.

Children living at the home are supported to understand their rights and how to raise concerns. They are encouraged to speak to staff, their social worker, or an independent professional if they feel unsafe or worried.

Young people are also supported to access **independent advocacy services and external reporting bodies**, ensuring they have opportunities to express their views and seek support outside of the home if they wish.

Through strong safeguarding culture, effective training and partnership working, Applewood House aims to ensure that children are **protected, listened to and supported to feel safe** within the home and the wider community.

7. Behaviour Support and Restraint

Behaviour support at Applewood House is **therapeutic, preventative and relationship-based**.

The home recognises that behaviour is often a form of communication, particularly for children who have experienced trauma, disrupted attachments or instability. Staff therefore focus on understanding the reasons behind behaviour and supporting young people to develop safer ways of expressing their emotions and needs.



Each child living at the home has individual behaviour management arrangements which may include:

- a **Behaviour Support Plan**
- an **Individual Risk Assessment**
- a **Missing from Care Plan** where relevant
- a **Positive Handling Plan** where physical intervention may be required
- A Philomena Protocol with Part 1 kept up to date

These plans are developed in partnership with the child, their social worker and other relevant professionals, and are reviewed regularly to ensure they remain appropriate.

Staff are trained to prioritise **early intervention, de-escalation and restorative approaches**. This may include distraction, reassurance, calm communication, and supporting the young person to regulate their emotions before behaviour escalates.

Physical intervention is only used **as a last resort**, where it is necessary to prevent harm to the child or others, or serious damage to property.

Where physical intervention is used, it will always be:

- **lawful and proportionate**
- used for the **shortest possible time**
- **recorded and reviewed** by management
- followed by a **debrief with both the child and staff involved**

All incidents are reviewed to identify learning, ensure practice remains safe and appropriate, and to consider whether care planning or support strategies need to be updated.

All staff receive training in **approved physical intervention techniques appropriate for residential care settings**, alongside training in de-escalation and behaviour support strategies.

The aim of behaviour support at Applewood House is not simply to manage behaviour, but to help young people **develop emotional regulation, build positive relationships, and learn safer ways to cope with challenges over time**.

8. Education

Applewood House recognises that education is a key part of a young person's development, confidence and future opportunities. Many young people entering residential care have experienced disruption in their education due to trauma, instability, or previous placement breakdowns. For this reason, the home places a strong emphasis on supporting children to re-engage with learning and develop positive educational routines.



Staff work closely with placing authorities, Virtual School Heads, education providers and other relevant professionals to ensure that each child has access to education that meets their individual needs, abilities and aspirations.

Where a young person is already enrolled in education, the home will support them to maintain attendance and engagement. Where a child is not currently in education, staff will work with the placing authority and education professionals to identify and secure appropriate provision as quickly as possible.

The home supports children to access a range of educational provisions within Medway and the wider Kent area where appropriate, including:

- mainstream schools
- specialist schools
- pupil referral units (PRUs)
- alternative education provision
- tutoring or transitional education support where required

Where a child has, or may require, an **Education Health and Care Plan (EHCP)**, the home will work with the placing authority and education professionals to ensure appropriate assessments and support arrangements are in place.

Staff support young people to develop **structured daily routines** that promote educational engagement. This includes supporting school attendance, encouraging participation in learning, and helping with homework or independent study where appropriate.

The home monitors **attendance, engagement and progress**, working closely with schools and education providers to address any concerns or barriers to learning. Staff also advocate for young people to ensure that the right support is in place for them to succeed.

Each child's education plan is reviewed through the **Personal Education Plan (PEP) process**, ensuring that educational targets and support arrangements are regularly reviewed and updated in partnership with education professionals and the placing authority.

Through encouragement, consistency and positive relationships with staff, Applewood House aims to help young people **develop confidence in learning, achieve their potential and build positive aspirations for their future**.

9. Health and Mental Health Provision

Applewood House recognises that many young people entering residential care may have experienced disrupted healthcare, unmet health needs, or difficulties accessing appropriate mental health support. The home therefore prioritises ensuring that all children receive appropriate health care and support to improve their overall wellbeing.



Upon admission, each child will be supported to register with local health services where required, including:

- GP
- Dentist
- Optician

The home works closely with health professionals to ensure that children attend routine health appointments and receive any specialist support identified within their care plans.

Where young people have identified emotional or mental health needs, the home will work with relevant services to ensure appropriate support is in place. This may include:

- Child and Adolescent Mental Health Services (CAMHS)
- Clinical consultation or therapeutic support where commissioned
- Emotional regulation planning within care and behaviour support plan
- Self-harm risk assessment and management strategies

Staff are trained to recognise signs of emotional distress, trauma responses, and emerging mental health concerns. Support is provided through consistent relationships, trauma-informed care approaches, and structured support plans.

Medication is administered, recorded and stored in accordance with **Regulation 23 of the Children's Homes (England) Regulations 2015**, ensuring safe management of medicines and appropriate oversight by trained staff.

Where appropriate, young people are also supported to develop **independence in managing their own health**, including understanding medication, attending appointments, and making healthy lifestyle choices.

Applewood House aims to promote both the **physical health and emotional wellbeing** of each child, recognising that positive health outcomes are essential for stability, development and long-term resilience.

10. Deprivation of Liberty (DoLS)



Applewood House may accommodate young people who are subject to court-authorised **Deprivation of Liberty (DoLS)** orders where this has been approved by the placing authority and the relevant court.

The home recognises that Deprivation of Liberty represents a significant legal restriction on a child's freedom and must only be implemented where it is **lawfully authorised, clearly justified, and subject to ongoing review**.

Where a young person is placed under a court-authorised DoLS order, the home will ensure that:

- all restrictions are authorised by the court and clearly documented within the child's care plan
- restrictions are applied in line with **least restrictive practice principles**
- restrictions are proportionate to the risks identified
- arrangements are regularly reviewed through multi-agency meetings
- clear records are maintained regarding the implementation of restrictions
- staff receive training and guidance on lawful restrictions and deprivation of liberty

Any restrictions placed on a child will always be implemented with the aim of **safeguarding the young person while supporting their development and emotional wellbeing**.

Applewood House does **not operate as a secure facility**, and any restrictive measures are applied only where legally authorised and necessary to safeguard the child.

11. Complaints and Advocacy

Applewood House recognises the importance of ensuring that children are able to express their views, raise concerns, and make complaints about any aspect of their care.

Children living at the home will be supported to understand their rights and the different ways they can raise concerns if they feel unhappy, worried, or believe something is not right. Staff encourage young people to share their views openly and aim to resolve concerns at the earliest opportunity wherever possible.

Where a child wishes to make a formal complaint, the home operates a clear complaints procedure which ensures that all complaints are **recorded, investigated and responded to appropriately**. Children will be kept informed throughout the process and supported to understand the outcome of any investigation.

Children are supported to access independent advice, advocacy and external organisations if they wish to raise concerns outside of the home. This includes support to contact:

- **their allocated social worker**



- **their Independent Reviewing Officer (IRO)**
- **Ofsted**
- **the Children's Commissioner**
- **an independent advocate**
- **Childline**

Children will be supported to make contact with these services **in private and without restriction** where appropriate.

Information about how to make a complaint and how to access advocacy services is explained to children when they move into the home and is also included in the **Children's Guide**.

Applewood House is committed to ensuring that children's voices are heard and that concerns are taken seriously. Complaints are viewed as an opportunity to **listen, learn and improve the quality of care provided within the home**.

Ofsted - Children's Social Care

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12. Leadership and Management

Applewood House is operated by **Amberley Children's Services Ltd**, which is responsible for ensuring that the home is managed safely, effectively and in accordance with the Children's Homes Regulations 2015 and the Quality Standards.

Registered Provider

Amberley Children's Services Ltd

Responsible Individual

Kamall Hughes

Registered Manager

Nichola Wells

The Responsible Individual will oversee the operation of the home and ensure that effective systems are in place to monitor the quality of care provided to children.



The Registered Manager will be responsible for the day-to-day management of the home, including staff supervision, safeguarding oversight, placement stability and ensuring that the home consistently meets the required Quality Standards.

The views of children living at the home are actively sought through keywork sessions, house meetings and feedback discussions, and this feedback is used to inform the ongoing development of the service.

The home operates a clear governance framework designed to ensure strong oversight, accountability and continuous improvement. This includes:

- **Regulation 44 independent visits**, carried out monthly by an independent person to review safeguarding practice, the quality of care provided and the experiences of children living in the home
- **Regulation 45 Quality of Care Reviews**, completed at least every six months to evaluate the effectiveness of the home and identify areas for development
- **Internal monitoring and audits** of key areas such as safeguarding, incidents, physical interventions, missing episodes and complaints
- **Incident monitoring and trend analysis** to identify patterns of behaviour, risk or safeguarding concerns
- **Regular safeguarding oversight**, including review of incidents, risk management and multi-agency involvement where required

These monitoring systems ensure that the home maintains high standards of care and that learning from incidents, feedback and reviews is used to continually improve practice.

13. Staffing Structure and Supervision

Applewood House operates **24 hours per day, 365 days per year**, with staffing arrangements designed to ensure the safety, supervision and wellbeing of all children living in the home.

The staffing structure of the home includes:

- Responsible Individual
- Registered Manager
- Deputy Manager
- Senior Residential Support Workers
- Residential Support Workers
- Waking Night Staff
- Bank or relief staff to support staffing flexibility where required

Staffing levels are determined through ongoing risk assessment and placement matching to ensure that the needs of all children living in the home can be safely met.



Where required, the home is able to implement enhanced staffing ratios, including 1:1, 2:1 or higher levels of supervision, depending on the individual needs, risks and safeguarding requirements of the child.

Amberley Children's Services is committed to maintaining a **skilled and competent workforce**. Staff receive appropriate training, supervision and support to ensure they are able to provide high-quality care to the young people living at Applewood House.

All staff receive **regular supervision sessions**, normally taking place every **4–6 weeks**, which provide an opportunity to reflect on practice, review performance, discuss safeguarding matters and identify professional development needs.

New staff members complete a **probationary period**, during which their performance and suitability for the role are reviewed. Staff also receive **annual appraisals**, allowing for reflection on their development, performance and future training needs.

Through effective supervision, training and leadership, Applewood House aims to ensure that staff are well supported, accountable and equipped to provide consistent, safe and nurturing care for the young people living in the home.

14. Staff Experience and Biographies

A full biography will be added upon appointment.

The Staff Team

Role	Name	Relevant Qualification	Experience
Responsible Individual	Kamall Hughes	Level 4 Diploma in Children's and Young people's Practitioner Currently Enrolled on Level 5	Kamall Hughes is the Responsible Individual for Amberley Children's Services Ltd and brings significant experience in children's residential care and the management of children's homes. Kamall has progressed through a range of roles within the sector, including Residential Support Worker, Team Leader and Deputy Manager, before becoming a Registered Manager. Through these roles he has developed strong experience in safeguarding, placement stability, staff leadership and regulatory compliance within residential childcare settings. He is currently completing the Level 5 Diploma in Leadership and Management for Residential Childcare and holds a Level 4 qualification in Children and Young People's Practitioner, alongside the Level



			3 Diploma in Residential Childcare. Kamall has undertaken a wide range of specialist training relevant to residential childcare, including training in PACE-informed practice, staff supervision, and safer recruitment. He has also previously been qualified as an instructor in CPI Safety Intervention and DSKL8 Physical Intervention, delivering training to residential childcare staff teams. As Responsible Individual, Kamall provides oversight of the home to ensure that it operates in line with the Children's Homes Regulations 2015, Quality Standards and safeguarding expectations. His role includes supporting the Registered Manager, monitoring the quality of care provided, and ensuring that the home maintains a strong safeguarding culture and high standards of professional practice. Kamall is committed to ensuring that Applewood House provides a safe, stable and nurturing environment where children are supported to feel secure, develop confidence and make positive progress in their lives.
Registered Manager	Nichola Wells	Level 5	Nichola Wells has over 21 years of experience in health and social care, including senior leadership roles within residential, Positive Behaviour Support (PBS), and supported living services. She has extensive experience managing complex services supporting individuals with learning disabilities, autism, mental health needs and behaviours that challenge. Nichola has held positions including Head of Operations, PBS Operations Manager and Senior Manager, where she has been responsible for regulatory compliance, safeguarding oversight, service development and leading large staff teams. She has significant experience working with commissioners, local authorities and multi-agency professionals to ensure



			safe, effective care and positive outcomes. Nichola holds a Level 5 qualification in Health and Social Care and has strong experience in service governance, safeguarding practice and quality improvement. As Registered Manager, Nichola will be responsible for the day-to-day leadership and management of Applewood House, ensuring the home operates in line with the Children's Homes Regulations 2015 and Quality Standards while maintaining a safe and supportive environment for children.
Deputy Manager	TBC		
SRSW	TBC		
SRSW	TBC		
RSW	TBC		
RSW	TBC		
RSW	TBC		
RSW - Waking Night	TBC		
RSW - Waking Night	TBC		

Applewood House maintains a robust pool of trained and trusted bank staff to ensure continuity of care during periods of staff absence, annual leave, or increased staffing needs. All bank staff undergo the same safer recruitment checks, induction, and core training as permanent team members, and are familiar with the home's ethos, routines, and young people. This approach helps maintain consistency, minimise disruption, and ensure that children are always supported by adults they know and trust.

Staff Gender Balance

Applewood House aims to be an equal opportunities employer, recruiting both male and female staff to provide young people with mixed-gender role models.

15. Workforce Development

Amberley Children's Services is committed to developing a skilled, confident and reflective workforce capable of supporting children with complex needs.



All staff employed at Applewood House will complete a structured induction process to ensure they understand the policies, procedures and safeguarding responsibilities required when working within a children's home.

As part of this induction process, staff will:

- complete mandatory induction training
- complete safeguarding training prior to working unsupervised with children
- complete approved physical intervention training
- complete Deprivation of Liberty (DoLS) awareness training
- be enrolled on the **Level 3 Diploma for Residential Childcare** where not already qualified

In addition to mandatory training, staff will participate in ongoing **Continuing Professional Development (CPD)** to ensure their knowledge and practice remain up to date.

Ongoing training and development may include:

- exploitation awareness training (CSE / CCE)
- mental health awareness
- advanced de-escalation and behaviour support strategies
- reflective practice sessions and learning reviews

Training is reinforced through **supervision, team meetings and reflective discussions**, helping staff to continuously develop their skills and maintain high standards of care.

Through ongoing workforce development, Applewood House aims to ensure that staff are equipped to respond confidently to complex behaviours, support children effectively, and provide safe, consistent and nurturing care.

16. Monitoring, Policies and Review

Applewood House operates within a comprehensive framework of policies and procedures designed to ensure the home operates safely, effectively and in accordance with relevant legislation and regulatory guidance.

The home maintains a full suite of policies aligned with:

- The Children's Homes (England) Regulations 2015
- The Children's Homes Quality Standards
- The Equality Act 2010
- National and local safeguarding legislation and guidance
- Health and Safety legislation



Policies and procedures are regularly reviewed to ensure they remain current and effective. Formal reviews take place **at least annually**, or sooner where required following changes in legislation, regulatory guidance, or significant incidents within the home.

This approach ensures that the home continues to operate in line with best practice and maintains strong safeguarding and governance arrangements.

17. Closing Statement

Applewood House has been developed as a specialist residential service capable of supporting young people who present with complex needs and higher levels of risk.

Through strong leadership, robust safeguarding arrangements, skilled staffing and trauma-informed care approaches, the home aims to provide a safe and stable environment where young people can develop positive relationships, build resilience and make meaningful progress.

Amberley Children's Services is committed to ensuring that the home operates in accordance with the **Children's Homes Regulations 2015 and the Quality Standards**, while continually striving to improve the quality of care and outcomes for the children living at Applewood House.

18. Version Control

Date Updated / Reviewed	By who?	Reason
14/03/2026	Kamall Hughes (RI)	SOP Created