



**Prosperity**  
Children's Services



# OUR IMPACT

#GrowingAgainstTheOdds

2025-2026

# A MESSAGE FROM OUR CHAIRMAN

Edward Smethurst



In this year's Impact Report, I am proud to reflect on the remarkable progress our Children's Services have made. What began as a commitment to provide safe, stable, and nurturing homes for young people has grown into a powerful movement—one that continues to expand in both scale and ambition.

**Over the past year, we have invested significantly in our residential provision. These investments—of time, resources, and unwavering dedication—have not always been easy decisions.** But every day, we are reminded why they matter. We see it in the small breakthroughs, the moments of trust rebuilt, and the transformational stories shared by the young people whose lives have taken a new direction because someone believed in them.

This work is not just about buildings, staffing structures, or service models. It is about creating spaces where young people can feel safe enough to imagine a different future.

It is about giving them the stability and support they need to overcome challenges that would overwhelm many adults.

And it is about recognising that even in the most difficult circumstances, growth is possible.

We have seen young people move from crisis to confidence, from isolation to belonging, from feeling unheard to finding their voice. These are not just positive outcomes—they are life-changing turning points. And every time we witness such a transformation, it reinforces that our investment is not just worthwhile; it is essential.

The **#GrowingAgainstTheOdds** campaign captures what we see every day: resilience, courage, hope, and the power of committed adults to help young people rewrite their stories. As we continue to expand our residential services, we remain guided by the belief that every young person deserves the chance to grow, to thrive, and to discover what is possible beyond the barriers they face.

**Thank you to everyone—our staff, partners, supporters, and most importantly, the young people—who make this journey meaningful. Together, we are not just growing services. We are growing futures.**

# NEW RESIDENTIAL Project



## REFLECT & RESET PROJECT

The Reflect & Reset Project is a structured, therapeutic programme designed to support young people in crisis by providing a safe, stable environment away from immediate pressures. Through a combination of outdoor living, practical skills development, personalised education, and consistent adult guidance, the project aims to help each young person regulate, reflect, and begin planning for a more positive future.

Young people take part in an individualised assessment. This explores their needs, relationships, risks, and aspirations, helping the team tailor the environment and approach to suit them. Living within the camp setup encourages responsibility, routine, and independence, with opportunities to earn pocket money by taking part in daily tasks.

Alongside this, the programme integrates education. This includes educational sessions and behaviour-focused learning matched to the young person's academic level. The goal is to maintain a sense of educational continuity and prepare them for a confident return to school or alternative learning pathways once the programme concludes.

The Reflect & Reset Project ultimately provides a nurturing yet structured space where young people can develop essential life skills and build the foundations for long-term stability and success.



# STORIES OF TRANSFORMATION

## Ashley

When Ashley arrived at the house at sixteen, she was fragile in ways that weren't always visible.

**Years of instability had left her without basic independent living skills, and even personal hygiene had become overwhelming. She didn't own a mobile phone — it had been confiscated by the police — and she carried a deep mistrust of adults.**

Most days, she spoke in barely more than whispers, withdrawing into herself and expecting very little from the world around her. But beneath her quiet exterior was a young person who desperately needed someone to believe in her.

Over the next six months, the team surrounded Ashley with patience, consistency, and therapeutic support. Progress came gently, sometimes in tiny steps, but every step mattered.

She learned how to cook simple meals, how to clean her space, how to budget, how to make decisions. Routines around personal hygiene and self-care slowly transformed from daunting tasks into daily habits she could manage with pride. The team also worked carefully on online safety and responsible phone use — not just teaching rules, but helping Ashley understand how to keep herself safe. Because of her progress, she received a mobile phone for her seventeenth birthday.

For many young people, it's a routine gift. For Ashley, it was a symbol of trust, responsibility, and how far she had come. Most importantly, Ashley began to believe she was capable.

**Through nurturing relationships, clear expectations, and steady encouragement, she discovered strengths she didn't know she had. And when the time came, she achieved something extraordinary: after just six months, Ashley transitioned successfully into semi-independent living.**

A milestone that once felt impossible became her reality.

Ashley's journey is a testament not only to her resilience, but to what can happen when a young person is given stability, belief, and the chance to rewrite her future.





## Ben

When Ben arrived at one of our residential homes, he was described as one of the highest-risk young people in his local authority — a child surrounded by danger, but with very few people left who believed he could succeed.

His life had been shaped by trauma: bail conditions, physical assaults, substance misuse, county lines exploitation, repeated missing-from-care episodes, and almost no connection to education. In the four and a half years before he came to us, he attended school just 1% of the time.

**Ben came to our door exhausted — not just physically, but emotionally. He was guarded, wary, and bracing himself for yet another placement that he assumed would fail him like the others had. What he didn't know was that he was walking into a home that would hold hope for him even when he couldn't.**

Because underneath the fear and the chaos was a young person with extraordinary potential — potential he could no longer see in himself. And over the next nine months, everything began to change.

With patience, consistency, and a team who refused to give up on him, Ben slowly started to trust. Therapeutic care, clear boundaries, and steady relationship-building helped him feel safe enough to let go of the habits that had once protected him. The chaos that had defined his daily life softened into routine. Safety replaced fear. Hope began to take root. Today, Ben is:

**In full-time education with 100% attendance  
Recording zero missing-from-care incidents  
Recording zero assaults  
Fully disengaged from criminal exploitation and county lines**

These outcomes are not just improvements in behaviour — they represent a young person reclaiming his future, step by step.

Ben's journey is a story of courage: his courage to trust again, to try again, and to imagine a life beyond survival. But it is also a story about the adults who stood beside him — a team who showed him, every single day, that he was worth believing in.

# A YEAR IN FIGURES...

## Residential Care

Over the past 12 months, we've seen a positive increase in occupancy across our **12 beautiful homes**—each with its own unique character and charm.

Supporting a young person as they leave our care is always both a privilege and an important milestone. It marks the point where much of our work has come to fruition, and they are ready to move on to semi-independent living or return confidently to their community.

As our development continues, occupancy is set to rise again, with all homes having full Ofsted registration.

Our homes provide a stable foundation that many children may not have experienced before. It's essential that both our environments and the staff who support them deliver the highest standard of care to ensure the best possible outcomes for every child.

In 2025, almost **230,000 hours of care** was provided in our homes. This is a **51% increase** on the previous year.



## Outreach & Early Intervention

Over the past year, our Outreach and Early Intervention service has seen exceptional growth, expanding by **53% compared with the previous year**. This significant increase reflects both the rising demand for support and the dedication of our team in reaching more children and young people than ever before.

Our transport provision has also grown considerably, with our drivers covering **67,319 miles** to ensure children can safely access the services and support they need.

In addition, the Outreach team delivered almost **300 days of continuous care**, providing consistent, reliable support to children and young people throughout the year. These achievements highlight our continued commitment to early intervention, accessibility, and positive outcomes for the families we serve.



**Our Transport Services** have travelled the equivalent of crossing the entire country an impressive **77 times**.





Our Training and Development department utilises Nucoplus and the Crisis Prevention Institute to access a wide range of relevant training resources and ensures ongoing quality assurance.

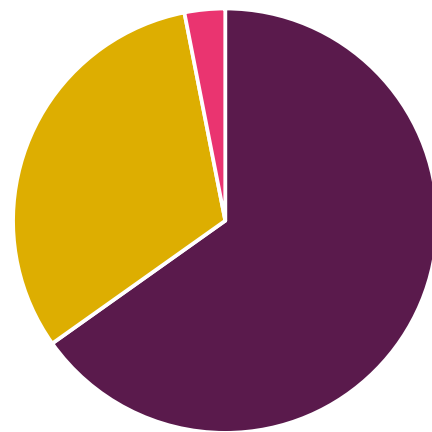
Mandatory training ensures that all staff are fully equipped with the skills and knowledge required to safeguard every child’s safety and wellbeing. In addition, these platforms provide further learning materials that help staff support a variety of complex behavioural needs.

**Within the six-month period, all staff have complete the required training and more than a quarter are enrolled onto optional advanced training.**

## Training & Development

Over the past six months, almost 80 members of our team have successfully completed full induction, NVQ level 3 First Aid, level 3 Safeguarding and Crisis Prevention training, **totalling 1,680 hours of face-to-face learning.** This investment reflects our ongoing commitment to building a highly skilled, confident, and well-supported workforce.

During this period, we successfully introduced microteach training sessions—brief modules of 15 minutes or less focused on specific topics. This approach enables on-the-job development without pulling employees away from their daily responsibilities.



■ Completed ■ Enrolled ■ In progress



## Therapy

During this period, almost **270 therapeutic sessions were delivered to children and young people** living in residential care settings, equating to an average of 22 sessions per month. These sessions provided consistent, trauma-informed support for children with complex emotional and developmental needs.

Alongside direct therapeutic intervention, **93 hours of therapeutic training** were delivered to residential staff, strengthening their ability to support therapeutic placements. In addition, over 40 reflective practice sessions were provided, equipping staff with the tools, resources, and understanding required to respond effectively to the complex trauma experienced by children in care.

Our therapy team also outsourced support within education settings. A total of **70 therapeutic sessions were delivered to children with Special Educational Needs (SEN)**, alongside more than 20 hours of specialist training for SEN teachers and support staff. Whether delivered directly to children or indirectly through workforce development, each session contributes to improved stability, wellbeing, and outcomes.

This whole-system approach is what enables Prosperity Children's Services to stand apart and deliver meaningful, lasting impact for children and young people.

### Session Themes

- **Children with grief** (both death of loved one and loss of living with family and in known community)
- **Sexuality**
- **Living in care**
- **Sexual abuse/assault**
- **Relationship challenges**
- **Breakdown and repair**
- **Anger**
- **Suicidal ideation**
- **Self-harm behaviours**
- **New ways of expressing emotions**
- **Lived experiences and life journey**
- **Sleep difficulties**
- **Disordered eating**
- **Neurodiversity**
- **Gender identity**
- **Developmental trauma**
- **Attachment injuries**
- **Moving into semi-independence**
- **Returning home**
- **Exam and school challenges**



# A THERAPEUTIC Journey

This section outlines the key stages and therapeutic interventions offered from the point a referral is received through to outcomes achieved by our young people. Using real-life examples, it demonstrates the breadth of support available and highlights how our approaches are tailored and adapted to meet individual needs. Together, these journeys illustrate how flexible, relationship-based practice support improved engagement, stability, and long-term outcomes for children and young people.

## Arrival

Child A arrived following a breakdown in foster placement.

Her history included neglect, exploitation, disrupted education, and trauma.

She was guarded and found it hard to trust adults.

## Initial Support

The in house psychotherapist met Child A within days of arrival.

Therapy focused on building safety, choice, and connection.

Although hesitant, Child A attended early sessions and showed curiosity.

## Early Therapy

Sessions initially took place in the school setting.

Child A struggled to engage emotionally in this environment.

She paced, avoided feelings, and found it hard to open up.

She expressed her need for change, showing early trust and self awareness.

A arrived, she presented as guarded and hesitant to trust adults, particularly in spaces associated with school and authority.

## Adapting the Approach

Staff noticed Child A was calmer when outdoors.

Therapy was adapted in response to her needs.

Child A chose to try outdoor sessions.

## Turning Point

Outdoor therapy increased Child A's engagement.

She used movement to regulate emotions.

Conversations became deeper and more meaningful.

Child A felt heard, respected, and in control.



### Progress

Child A developed a stronger emotional vocabulary.

She tolerated difficult feelings more effectively.

She reflected on herself and her relationships.

She confidently identified goals and celebrated progress.

### Preparing for Transition

Therapy focused on endings and future changes.

Feelings of excitement and sadness were explored.

Child A prepared for semi independent living.

Ongoing support options were discussed.

### Outcome

Child A showed resilience, growth, and increased confidence.

Flexible, personalised therapy supported meaningful progress.

Her journey reflects the impact of relationship based care.

### Therapeutic Focus

Building trust and emotional safety.

Learning about boundaries and relationships.

Exploring past experiences safely.

Understanding attachment seeking behaviours.

Strengthening self worth and identity.

### Wider Impact

Staff received reflective support and specialist training.

Topics included co regulation, sexual development, and identity.

Child A experienced consistent, trauma informed care.



# LOOKING AHEAD

CEO, Katie Walmsley

After a year of being CEO at Prosperity it is clear to me that our staff want the very best for the children we support. It has been a pleasure to steer Prosperity into the exciting growth we are seeing on daily basis. Whether it is growing the number of homes, expanding the number of beds or recruiting staff and upskilling the workforce -it all happens through team-work.

**There are currently 172,420 children in the UK who are in need of a safe and nurturing home.**

Our strategic growth is developed in alignment with The Children's Social Care Strategy. This strategy runs parallel to Prosperity's in providing high quality and stable homes for children who need it the most. We consistently review legislation and abide by regulatory standards to ensure children in our care get the invaluable support they need.

**It is important to us that we grow in line with what social services and local authorities need.**

Prosperity understands the social care strategy and supports the drive to place children near their families where it is best for the child's needs. However we also recognise that there are times where a home away from unhealthy distractions is in a child's best interests due to the need to safeguard vulnerable

young people. We are also very experienced in supporting these larger transitions.

We are excited to launch our Reflect and Reset Project in 2026 that offers an ideal outdoor activity based placement for children who need space away from their current circumstances to reflect before returning to their communities and schools.

By spending time outdoors and stepping away from social media and other unhealthy distractions, young people experience a placement that feels truly different. It's a unique and empowering opportunity that can positively transform a child's life.

Our **#GrowingAgainstTheOdds** campaign shows how we support children therapeutically so that all children in our care have the opportunity to grow and excel. We are also raising awareness that coincides with Mental Health Awareness Month – Stigma Grows in Silence.

Often there is a stigma attached to going into care and many children are silent about their circumstances. We would like to showcase that being in care can be a positive opportunity with the right mindset and support.

Whether by supporting the social care strategy or mental health awareness month, our key messages align with the wider communities. We will work tirelessly to create safe and nurturing homes, remove the stigma of being in care and to harness the skills of our workforce to change children's futures.

Planning for future skills is a central part of our workforce strategy at Prosperity Children's Services. As the sector evolves and the needs of young people become more complex, we ensure our organisation remains prepared, proactive and able to deliver consistently high-quality care and education.

We take a structured approach to identifying and monitoring emerging skills requirements. This includes regular workforce planning reviews, analysing trends in young peoples needs, regulatory changes, and developments in residential care and education. **Our Senior Leaders use insights from internal audits, practice reviews, staff feedback, Ofsted guidance and sector research to shape future training.**

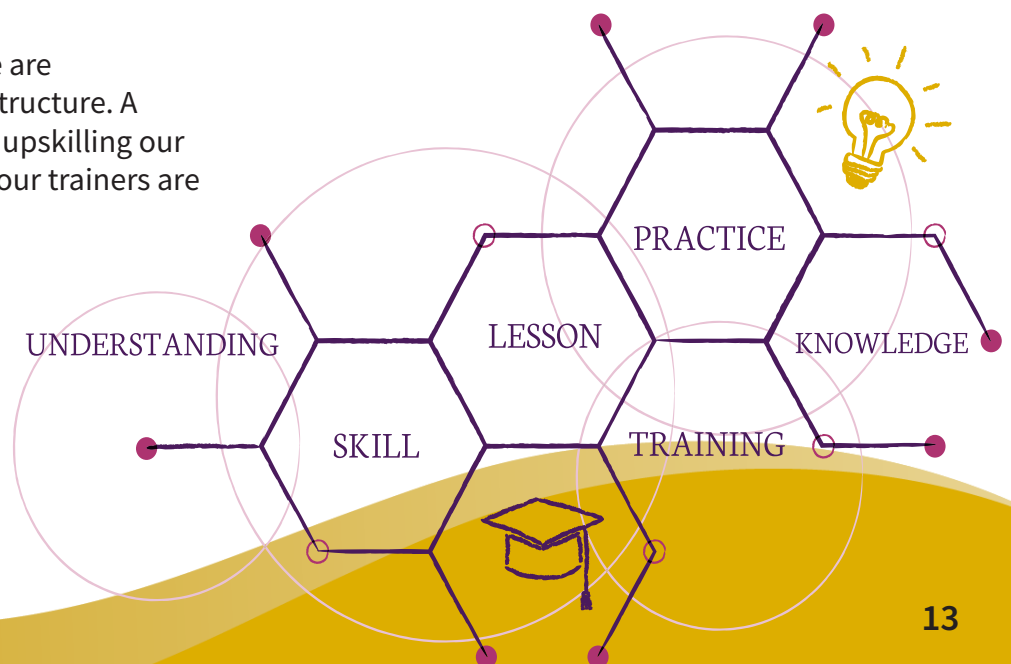
To build long-term capability, we are strengthening our internal infrastructure. A key part of this is expanding and upskilling our in-house training team, ensuring our trainers are trained to the highest standards

and equipped to deliver specialist, evidence-based programmes. This reduces reliance on external providers and ensures our learning offer remains current, high quality and tailored to our services.

**We are also investing heavily in leadership development and professional qualifications, creating a strong internal pipeline capable of meeting future service demands.** This includes supporting colleagues to progress through NVQ Levels 3 - 5 and developing plans for senior leaders to achieve level 7 diplomas in residential care.

By continuously updating our training, expanding our expert trainers and investing in people at every level, we ensure Prosperity Children's Services remains resilient, future ready and able to deliver exceptional outcomes for children for years to come.

## Katie



# OUR STRATEGY

## Mission

At Prosperity Children's Services, our mission is to improve the lives of children and young people in our care by providing safe, supportive and high-quality services across Lancashire and Greater Manchester.

We grow with purpose and integrity, invest in the right people, nurture a strong, values-driven culture, and consistently deliver transformational outcomes—building a trusted, respected and forward-thinking organisation within children's services.

### Residential



Our residential children's homes provide therapeutic placements and are fully regulated by Ofsted. Each home is staffed by a skilled and well-trained team, led and supported by experienced registered home managers.

### Outreach



To provide early intervention services that ensure children receive the right support to remain within their local community, enabling them to thrive where they are. Each tailored support package offers assistance across a range of needs, including transport, hospital supervision, and family court involvement.

### Therapy

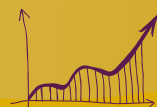


Our Therapy Team delivers a holistic approach to therapeutic intervention, using the principle of PACE and play therapy to enable children to express their thoughts and experiences within a safe and supportive environment.

### Education



From providing home-based education to supporting and transporting children into mainstream education settings, education remains a top priority within our services. Each home has access to a range of resources designed to support learning throughout a child's placement.



# FIVE PILLARS OF PROSPERITY

01



Delivering outstanding outcomes for those in our care

Care

02



Recruiting the right people and supporting them to grow alongside us

People

03



Developing our culture in line with our values

Culture

04



Growing purposefully and profitably

Finance

05



Building a strong reputation and brand in our industry

Reputation



# OUR VALUES



## Integrity

Building trust by consistently doing the right thing, being honest, and maintaining high ethical standards in everything we do.



## Resilience

Adapting our approach and showing perseverance in overcoming challenges for all those in care and for our business.



## Ambition

Using innovation and a growth mindset to achieve the best possible outcomes, standards and goals for everyone. We will strive to be the best we can be.



## Compassion

Compassion isn't just a feeling, its about acting with consideration, care, empathy and relation understanding to guide our business decisions.

# CORPORATE SOCIAL RESPONSIBILITY

## Corporate Social Responsibility

Our Corporate Social Responsibility (CSR) strategy is based on focus and meaningful impact. Each year, we select a Charity of the Year, allowing us to concentrate our fundraising, engagement and awareness efforts on a single cause where we can make a genuine difference.

## Charity of the Year 2026–27: Derian House Children's Hospice

For 2026–27, we are proud to support Derian House Children's Hospice as our Charity of the Year.

Derian House provides specialist respite and end-of-life care for babies, children and young people with life-limiting conditions, alongside vital support for their families. Their work delivers compassion, dignity and comfort at some of life's most challenging moments.

Throughout the year, we will support Derian House through company-wide fundraising activities, colleague-led initiatives and awareness-raising campaigns. This focused approach enables sustained support for the charity while fostering a strong sense of purpose and collaboration across our business.

Alongside our charitable activity, we remain committed to operating responsibly and ethically, embedding social and environmental responsibility into our day-to-day operations.

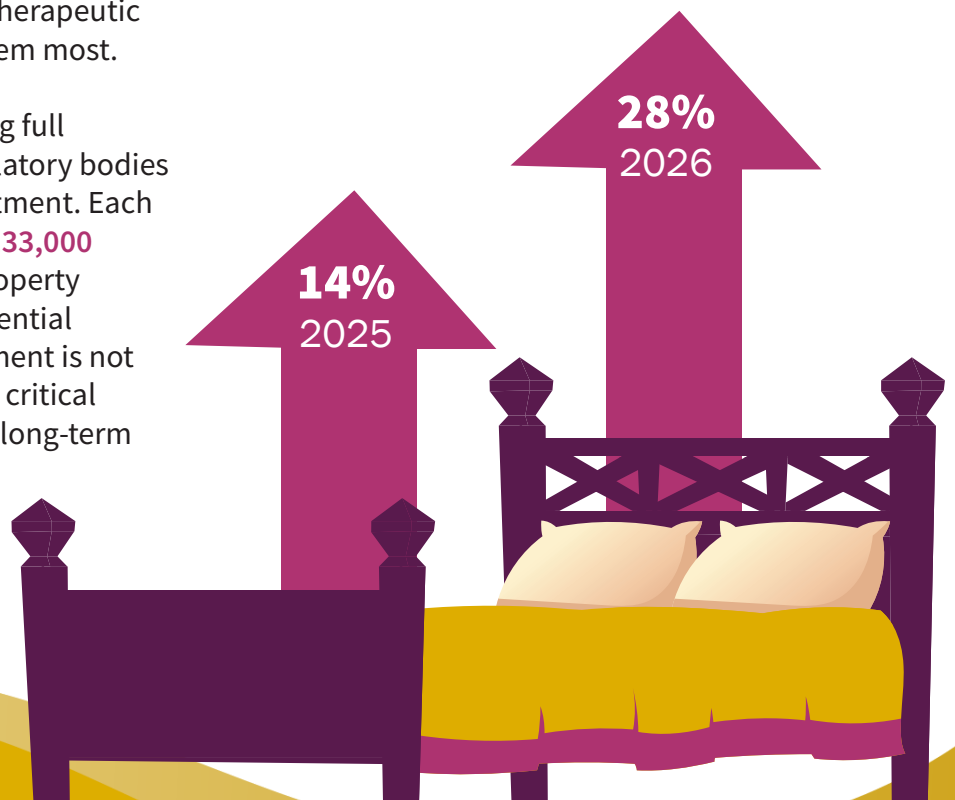


# GROWTH & STABILITY

In 2025, our **residential care capacity increased by 14%**, reflecting a sustained and strategic commitment to meeting the rising demand for high-quality residential support for children and young people. This positive trajectory is set to continue, with the organisation **on track to deliver a total 28%** increase in available beds by the end of 2026. This growth directly contributes to reducing placement bottlenecks, increasing local placement options, and ensuring that more young people can access stable, therapeutic environments when they need them most.

Opening a new home and securing full registration with all relevant regulatory bodies requires significant upfront investment. Each new setting demands between **£133,000 and £240,000** in staff, training, property preparation, compliance, and essential resources. This financial commitment is not simply an operational cost—it is a critical investment in safety, quality, and long-term outcomes.

These resources enable the creation of therapeutic environments designed to support healing, stability, and personal growth. Each new home represents expanded opportunities for children and young people to access tailored support, continuity of care, and spaces intentionally crafted to help them thrive. As we continue to scale responsibly, this investment ensures that growth never compromises the consistent, high-quality care that remains at the centre of our mission.



# OUTREACH SERVICES



## **Family Support**

Our staff can work with families who are experiencing difficulties. We work in the home to support parenting skills or co-parenting in times of need such as convalescing.

## **Respite/Outreach**

We can provide staffing for respite. This can be short or long term or even by the hour 1:1, 2:1.

## **Secure Transport**

We can offer secure or non secure transport this could be transportation to and from courts, secure units, police custody, change of residential setting, contact arrangements or return to home for absconders. We can also transport medications, belongings, documents ensuring all measures of confidentiality are adhered to.

## **Bed Watch**

We can support children and young people in hospital with end to end bed watch service for potential high risk situations.

## **Welfare checks/Contact**

We can provide transport to contact venues for children and young people. Staff can supervise and observe contact, recording and documenting observations to send to the social workers.



# DIGITAL

## Online engagement

This year we will be promoting

### #OneChangeManyLosses

to raise greater awareness of the emotional and practical challenges young people face when entering care. This campaign aligns with **Children's Mental Health Month**, making it an important moment to highlight the support children need during this life-changing transition.

Removing a child from an unsafe environment is often the most crucial step in ensuring their safety. However, for a young person whose world has always looked a certain way, this change can feel overwhelming. With the right therapeutic support, the transition becomes much smoother—providing stability, reassurance, and long-lasting positive impact. Removing the child from danger doesn't remove the trauma.

Join the conversation, share your story or work with us in shaping the lives of children in care.

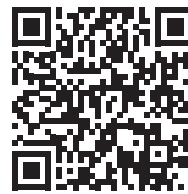


Alongside this campaign, we will also be sharing the outcomes of our work through

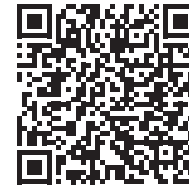
## #GrowingAgainstTheOdds.

This series will showcase uplifting, insightful content that brings you as close as possible to the heart of our care. Its purpose is to highlight that—regardless of background or past experiences—growth is possible, especially with determination, encouragement, and a strong will to change.

Follow us on social media to engage in our campaigns.



Facebook



LinkedIn



Instagram



This isn't just bricks and mortar.

It's a fresh start — a safe space offering a young person the chance to step away from a life that no longer served them and move toward the future they want to build.

**Prosperity**  
Children's Services

Like, share or start a conversation

#GrowingAgainstTheOdds



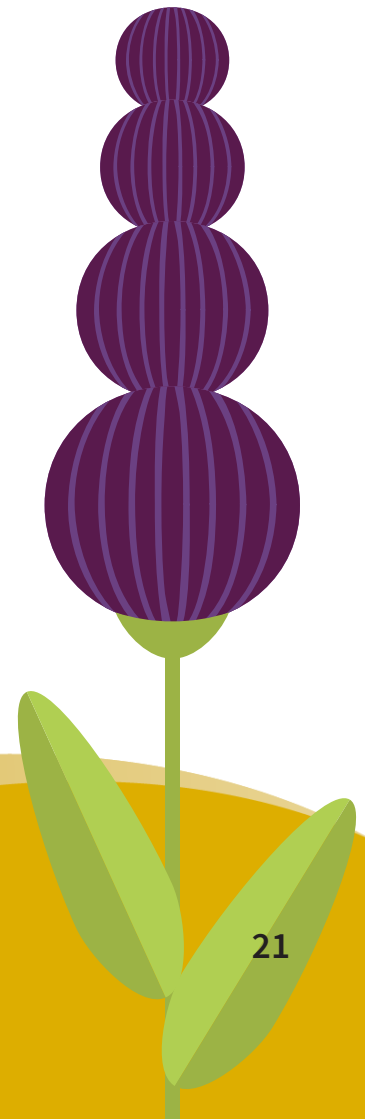
**Meet Lorna**  
Manager of Pluto House

"It's a pleasure to come to work every day when you can see the positive changes that happen through consistent therapeutic support for children in care. Watching that progress unfold is incredibly rewarding."

**Prosperity**  
Children's Services

Like, share or start a conversation

#GrowingAgainstTheOdds



# COMPLIMENTS...

“ The Judge explicitly recognised that the progress demonstrated is a significant credit to **Saturn House**, highlighting the consistency, structure, and quality of care being provided. It was acknowledged that Child A's improvements do not occur in isolation but are clearly linked to the dedicated, responsive, and child-centred approach of the staff team, alongside effective risk management under the DOLS framework.

Judge

“ I would like to say a huge thank you to you all for the amazing work and effort you have all put into the care of Child A. In the 16 months Child A has been with you, they have come so far. Child A is a completely changed young person.

Parent

“ The commitment to my YP and promoting Child A's needs, identity and his family and social relationships is a big stand out for me. The level of support for Child A and to me as Child A's social worker has been outstanding. I find the ethos and the standard of care provided to be one of the best I have experienced in a very, very long time.

Social Worker

“ Prosperity fully supported the young person's transition to semi-independent living, following a structured independence plan to prepare Child A for the move. Their commitment to their development was evident throughout. The young person speaks very highly of the placement. Child A's departure was thoughtfully celebrated, and was given a meaningful leaving gift, which he proudly displays in his living room. It is clear that Prosperity genuinely cares about the young people in their care and actively supports their individual plans and progress.

Social Worker



# Who we work with





**Prosperity**  
Children's Services

Prosperity Children's Services  
8 Venus House  
Mercury Rise  
Altham Business Park  
Accrington  
Lancashire  
BB5 5BY

T: 03300 880 999  
E: [info@prosperitychildrensservices.co.uk](mailto:info@prosperitychildrensservices.co.uk)  
W: [www.prosperitychildrensservices.co.uk](http://www.prosperitychildrensservices.co.uk)