



Draft only - Home not yet registered

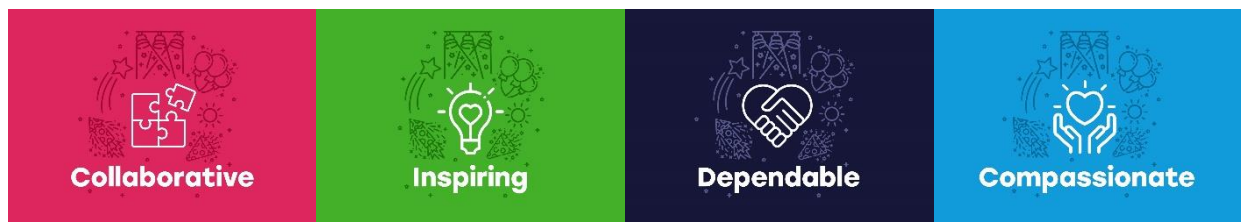
Aurora House

Statement of Purpose

URN TBC*

*(*Will be confirmed once registered)*

Young Lives, Bright Futures



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Draft only - Home not yet registered

Section One - Who we are

1. Horizon

Horizon Care and Education Group ("Horizon") provides children's homes, specialist education and supported accommodation across England, with the aim of supporting children and young people to flourish and thrive regardless of the challenges they may have faced.

We provide safe and nurturing registered care homes across the North West, Yorkshire, Midlands and in the South East of England, located in bustling urban areas and beautiful rural locations. Our homes are typical of family homes everywhere, offering a welcoming and comfortable environment, and attractive gardens and outside spaces.

We encourage our children to feel a sense of belonging in their home, and support them to begin to feel a renewed sense of safety and emotional wellbeing as they develop relationships with the support of our caring colleagues. We recognise that children have a diverse range of needs, and we see every child as an individual and meet their needs accordingly - with the right care and dedicated support, every child can fulfil their potential.

At Horizon we practice in line with our company values; collaborative, compassionate, dependable, and inspiring, alongside our bespoke therapeutic model, SHINE (Supporting Healing In Nurturing Environments).

2. Welcome to our home

Aurora House is an Ofsted Registered Children's Home, where we provide assessment style placements for children and young people.

The home is registered with Ofsted to provide care for up to 2 children aged between 6-17 years, who have Emotional and Behavioural Difficulties (EBD) and may also have a Learning Disability (LD). Aurora House is a residential assessment home for children and young people located in Wiltshire. The home provides a safe, nurturing and psychologically informed environment in which children and young people can be cared for while comprehensive assessments are undertaken to inform future planning. This model of care sets out the values, theoretical foundations and practical approaches that underpin all aspects of care, assessment, and intervention at Aurora House.

3. Our aims and objectives

At Aurora House we are committed to providing a safe and nurturing environment for children who have experienced difficulties in their attachments and relationships with others, and who may present with behaviour that challenges.

Aurora House's primary purpose is to:

- Provide a time-limited*, safe and supportive residential environment
- Undertake holistic, psychologically informed assessments

- Stabilise children emotionally and behaviourally where possible
- Support children to feel understood, listened to and respected
- Inform robust, realistic, and child-centred care planning for the future

Through this approach, Aurora aims to reduce placement breakdowns, improve outcomes and support better long-term decision-making for children and young people.

*Typical time period would be approximately 12 weeks. This would be assessed on an individual basis, dependant on need.

Section Two - Quality and Purpose of Care

4. The children we care for

Aurora House offers short term holistic assessment and care for children aged between 6 and 17 when they move into the home. The age range of children will be considered as part of the matching process, and a detailed initial needs and experiences assessment is completed that considers the current child living in the home and the individualised care plans.

We offer a welcoming and supportive environment recognising that the children cared for are valued as individuals. It is our belief that all children are entitled to a high standard of care, and we therefore aim to provide a physically and emotionally safe environment that is warm and homely, and that allows them to experience being a child within a consistent environment with stable structures and boundaries. We aim to support children to reach their full potential and, if appropriate, prepare them to return home, live in a new home or live independently as an adult.

5. Our ethos and approach

We practice a therapeutic model of care, and our philosophy is based on the principles of trauma-informed practice, normalisation, social inclusion, rights and responsibilities, choice, and unconditional positive regard for the individual. Our working practices respect and value individuals whatever their culture, gender, sexual orientation, race, religion, age, or disability and reflect the rights and responsibilities of all.

Upon moving into Aurora House, the rules and boundaries of the home are sensitively discussed, which allows the child to understand what is expected of them as well as helping them to feel safe and reassured.

We utilise incentives to reinforce positive behaviour which in turn supports young people's individual needs and promotes appropriate choices.

All children have a detailed Behaviour Support Plan (BSP) and a Therapeutic Assessment and Support Plan (TASP), which allows the team to use appropriate strategies that meet the needs of the children, promoting positive praise.

At Aurora House, we strongly believe every child we look after has the potential for positive change irrespective of the circumstances. We seek to maximise each child's potential for social and educational growth and development by working in partnership with education, health, social workers, and families to provide a nurturing environment.

Ultimately, Aurora House promotes self-esteem through recognition of achievement and praise. We will assist each child to develop coping strategies and skills required to manage difficulties as they arise in a caring environment where protection and risk is carefully balanced. The team will always show unconditional positive regard and will not be another adult to let them down whilst the child builds their self-esteem, trust and confidence and tests the adults around them.

We will endeavour to help the children we care for to understand and deal with the consequences of their own actions by offering regular individual key worker sessions where they can discuss their thoughts and feelings. A daily planner is used to establish daily routines, promote a sense of purpose and direction, and to channel energies into positive activity. The key worker will collaborate closely with colleagues from education, health, YOS, the Police and other agencies where appropriate to ensure implementation, review and development of individual placement, care, health, and education plans which are reviewed on a monthly basis or sooner if a significant incident arises. The children are encouraged and supported in reading and contributing to all of their individualised plans.

The team at Aurora House supports each child to prepare for when the time comes for them to move out of the home, whether they are returning to live with family, moving into a foster home, moving to a different residential home, or moving into independence or semi-independence. The team will support children by introducing and following individualised 'moving on' plans that have been agreed by all relevant parties. The team endeavours to provide children with the skills to develop emotional and mental resilience to cope without the home's support. Following the 'good parenting' model, the team encourages children to learn practical skills such as cooking, housework, and personal self-care.

6. Our home

Aurora House is a large, detached, spacious home, located in a village on the outskirts of Salisbury. We have a large garden, overlooking countryside views. There are a number of rooms that provide ample space for recreation, education, leisure pursuits, and activities. A range of age-appropriate items, such as books and magazines, electronic equipment, games and materials for leisure, artistic and creative pursuits are provided.

The home provides residential accommodation for 2 children each with a room of their own. Following them moving into the home children are encouraged to personalise their bedroom to their taste.

The home provides space for children to make private phone calls, see visitors and to meet with family or friends in a safe setting; this can be supervised if required.

All company vehicles have weekly maintenance checks to ensure they are safe to drive. In addition, all company vehicles are fitted with a GPS monitoring system which records the vehicle position and status, actual vehicle speed, and legal speed limit of the location. This enables the location of the vehicle to be tracked and provides a means for monitoring that vehicles have been driven safely. Registered Managers are informed on a weekly basis if there are any issues which need to be addressed, or any speeding violations.

7. Location of our home

Aurora House is situated in the village of Whiteparish, South East of Salisbury, close to the Hampshire border. It is situated in the large county of Wiltshire, home to Stonehenge and the Westbury White horse.

The rural location of the home means that it is in a tranquil location, close to nature and the beautiful New Forest. We ensure that our children have access to leisure activities, education providers and other amenities and regularly visit our local town Salisbury. We have drivers within our staff team who can transport our children safely.

A location risk assessment is completed and available at Aurora House. This is reviewed at least annually but updated with local crime statistics frequently.

8. Supporting the cultural, linguistic, and religious needs of children

The team at Aurora House understand the need to recognise that children in our care may come from families with widely differing religions and cultural backgrounds. Aurora House has access to a variety of cultural and religious centres and will be supported by the team to access them as required.

At their request, children can be taken to their place of worship. If children require prayer books, prayer mats, religious artefacts or want to attend classes related to their religion, the home will support this both practically and financially.

We are aware that religion has a profound effect on social organisation, cultural norms and personal values and beliefs and we operate an equality, diversity and inclusion policy for both colleagues and children. Every effort is made to ensure this is understood and that no person is discriminated against.

Colleague awareness of different religions, specific dietary requirements, the need to assist children to follow their own religious and cultural faith/belief and the right to privacy in this matter is developed through team meetings, training, and supervision.

9. Making complaints

At Horizon we are committed to maintaining the highest standards of professional practice. We do, however, accept that difficulties may arise in the course of our work, and we hope that any difficulties can be resolved by talking with the team or the Manager.

Children are given information about their right to make complaints, and they are provided with a Children's Guide and individual complaints leaflets that explain how to complain to different organisations, including Ofsted.

We will ensure that our children are aware of their rights in relation to advocacy and will encourage and support them to access advocacy where they wish to do so.

In situations where it has not been possible to resolve the problem informally by talking with a member of the team, or the Manager, a formal complaint can be made by completing the form provided by the home, or by other means of communication. When the complaint is received, an initial response acknowledging the complaint will be given within 72 hours and a full response within a maximum of 14 days. If the complainant is dissatisfied, they may register a written appeal and request a Stage 2 Review Panel within 14 days of the outcome of Stage 1; they may also ask that their complaint be passed to the Placing Authority or Regulatory Authority. The review panel has to respond within 48 hours and arrive at a decision or recommendation.

Any complaints relating to a child will be shared with the respective Social Worker and any complaints about the Registered Manager will be passed to a Regional Operations Manager (ROM) to be dealt with.

All children, colleagues, parents, and other professionals have access to the Ofsted complaints procedure. Ofsted can be contacted on 0300 123 1231 or by post at: -

OFSTED
Piccadilly Gate
Store Street
Manchester
M1 2WD

Children also have access to other services such as:

- Child Line on 0800 1111
- Voice for the Child in Care on 0808 800 5792

Alternatively, young people can contact the Office of the Children's Commissioner via:

Website: <http://www.childrenscommissioner.gov.uk>

Freephone Telephone Number: 0800 528 0731

Telephone: 0207 783 8330

Email: advice.team@childrenscommissioner.gsi.gov.uk

Post: The Office of the Children's Commissioner
Sanctuary Buildings, 20 Great Smith Street
London
SW1P 3BT

Children also have access to their Placing Authority complaints procedure.

A record of all complaints, whether informal or formal, is kept by Horizon and, if the complaint is made by a child, depending on the content this will be kept in the child's file or within the manager's confidential files.

10. Child protection and behaviour support policies

At Aurora House, protecting young people is our priority. The team complete key work regularly with young people, topics may include sessions surrounding Child Sexual Exploitation, road safety, appropriate relationships, internet safety, or any other focus where it is appropriate to meet such individual needs of the young person.

James Elliot is the Regional Designated Safeguarding Lead for the home.

The team at Aurora House will endeavour to -

- Risk assess whether each young person is at risk of harm, taking into account information from their care and placement plans;
- Make arrangements to reduce the risk of harm to each young person taking account of that information;
- Protect each young person effectively from harm;
- Support each young person to understand how they can manage their own safety;
- Manage relationships between young people to protect them from harming each other;
- Understand their individual responsibilities and roles in relation to protecting young people, including what action to take whenever there is a serious concern about a young person's welfare;
- Take effective action whenever there is a serious concern about a young person's welfare, responding appropriately and alerting and seeking to involve relevant persons to manage risks and maintain each young person's safety;
- Monitor the physical environment so as to protect each young person from avoidable hazards to health.

The safety and well-being of the young people who live in the home is the primary concern and their welfare is paramount. All colleagues are familiarised with the Child Protection Policy during their induction and undergo further Safeguarding training to ensure they have knowledge and skills to identify any causes for concern and deal with disclosures and allegations of abuse.

If a young person makes a disclosure to a member of the team, they will be advised that the information will have to be shared with the Manager, social services, and the police if necessary. Young people must be listened to and enabled to report any allegations at the earliest opportunity.

Team members will not ask any leading questions, and the young person will be allowed to explain in their own words. A detailed record of the conversation will be completed, and a referral will be made to the Local Safeguarding Children's Board under Local Child Protection Procedures within one working day.

Any Horizon colleague who has reason to believe that a young person is at risk is required to report their concerns to management immediately.

The Local Safeguarding Service for the area is Wiltshire

Wiltshire Council Children's services, Monkton Park, Chippenham, SN15 1ER

Email: LADO@wiltshire.gov.uk

Telephone: 0300 456 0108

The local authority designated officer (LADO) is:

MASH team – Referral process

Wiltshire Council Children's services, Monkton Park, Chippenham, SN15 1ER

Telephone: 0300 456 0108

Missing from Home

Liz Clarkson - Missing person coordinator (Wiltshire Police)

CSE Team

Integrated Front door Team – Wiltshire

Email: integratedfrontdoor@wiltshire.gov.uk

Telephone: 0300 456 0108

The team at Aurora House are aware of allegations procedures and child protection referrals procedures.

All team members know that abuse can occur anywhere and that anyone may be a perpetrator of abuse.

If the involvement of the Manager is suspected, team members know they must use the Confidential Reporting Policy (this may also be referred to as Whistleblowing). If the alleged abuser is a member of the team, they may be suspended without prejudice until a full investigation has been completed. If another young person is the alleged abuser both social workers will be contacted to determine what action should be taken.

In the Registered Manager's absence, the person responsible for managing the allegations will be the senior member of the team on duty in consultation with the Regional Operations Manager (Responsible Individual).

All team members undergo Child Sexual Exploitation training and regular safeguarding training. Each young person is cared for differently in accordance with their needs in terms of safeguarding and CSE. The team at Aurora House work closely with local authorities, and public services to formulate personalised plans to protect each young person.

Record of Notifications

Notifications under Regulation 40 of the Children's Home (England) Regulations 2015 are sent to Ofsted as well as to the Responsible Individual. Notifications are held confidentially within the home and are cross-referenced with other systems

such as referrals to LADO, LSCB and are monitored by both the Registered Manager and Responsible individual.

Absent or Missing Child

We take a view that any child who is unsupervised and does not have permission to be in the community alone to be at risk. We are always mindful of the risks of Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE).

Many of the young people who come to live at the home will be vulnerable. Each episode of absence by a young person will be looked into carefully by the Registered Manager. In view of this, a specific individual risk assessment is completed for all incidents of unauthorised absence to determine what action needs to be taken. This will depend upon the young person's age, level of functioning, usual patterns of behaviour, previous concerns and events leading up to the absence. Generally, all missing episodes will be reported to the police, all required documentation will be completed and the placing authority and parents will be informed.

When a young person has returned home after a missing from care episode, a return interview will be completed by the social worker, or an appointed independent person. The aim of the interview will be to understand the reasons for the missing episode, where the young person was, who they were with and alternative strategies to be identified and implemented. The team from Aurora House will not conduct the interview, which allows young people to disclose any concerns/issues that they may have surrounding the reasons for their missing from care episode.

If a young person is persistently absent from the home or if they are considered to be at risk of harm, the Registered Manager may request a review of the care plan or a strategy meeting. Should the social worker not convene such a review, the request may be escalated through to the Service Manager or IRO and ultimately to the Director of Children's Services. At this point, Aurora House would notify the regulatory authority of their concerns about the issue not being resolved.

The team at Aurora House are pro-active in assisting young people to find other solutions to difficulties they are experiencing rather than absenting themselves. Young people are offered key work sessions specifically about going missing, where appropriate, in an attempt to channel their anxieties into behaviours that are potentially less dangerous.

For some young people, being absent or missing is the only way they are able to manage their overwhelming problems initially. For these young people, the team will attempt to minimise the risks associated with this behaviour by presenting the young people with alternative options. In turn, the options will be linked to a risk assessment of young people at the time of being absent or missing and with regard to their personal history. Guidance from the Joint Protocol for Children & Young People Missing from Home, Care and Education (Wiltshire) must be followed.

As part of the planning process for a young person moving into the home, an initial 'Fact File' with all the essential information for a young person is completed including obtaining a recent photograph. This is placed in the young person's file so that if they need to be reported as missing from care all the relevant information will be readily available.

A Missing from Care Protocol will have identified the risk management strategies for known behaviour. Within this plan the time scale within which the young person becomes absent or missing will be identified along with contact numbers for all parties with a legitimate interest in the welfare of the young person. When it is known the young person is absent without permission, an immediate search of the premises and surrounding area will be undertaken. Other young people in the home will be questioned as to the missing young person's whereabouts and local friends in the area will also be contacted.

The team will follow the individual protocols which includes who needs to be notified. This will include the Police, placing authority and those with parental responsibility and the Registered Manager or Manager on call.

On the young person's return:

- The team will ensure the young person is safe and comfortable and they will be offered food and drink;
- A debrief with a team member will be offered and a key work session will be suggested for another time;
- All parties that were identified will be contacted regarding the young person's return;
- The social worker or outside agency will be contacted, with a view to visiting the young person for a return interview if they were classified as missing.

Aurora House will seek information from the social worker or outside agency once the return home interview has taken place, to allow appropriate knowledge for reviewing and amending risk assessments and individual placement plans.

Our procedures are compatible with the local authority; a copy of both the Joint Protocol for Children & Young People Missing from Home, Care and Education

Wiltshire procedures can be provided along with the individual child's Missing from Care Protocol.

Our policies and procedures are easily accessed online.

Section Three - Views, Wishes and Feelings

11.Consulting with children and young people

Aurora House runs, as far as is practically possible, to emulate a family environment. With this in mind young people are consulted about all aspects of their daily life. The team at Aurora House endeavour to:

- Seek, consider and, where possible, act upon each young person's wishes and feelings in relation to decisions about young people's care and welfare;
- Regularly seek young people's feedback, about the quality of the home's care through house meetings and feedback forms;
- Explain to each young person how their wishes and feelings have been considered and give reasons for decisions;
- Support each young person to express their wishes and feelings;
- Explain to each young person how their confidentiality will be respected and the circumstances when it may have to be set aside;
- Assist each young person to prepare for any meetings or reviews and to make their wishes and feelings known for the purposes of a review;
- Keep under review and, where appropriate, revise the Children's Guide, ensuring a revised copy is disseminated;
- Support each young person to understand the content of the Children's Guide, reports about the home or anything that affects the quality of the care they receive;
- Enable young people in our care to provide feedback to, and raise issue with, an appropriate person about the support and care the young person receives;
- Listen to young people and take their views into account when planning and undertaking their care;
- Give young people the information, appropriate explanations, and choices about daily life in the home and the wider plan for their care;
- Having regard to each child's age and understanding, give an explanation as to how to make a complaint or representations in relation to the home or the care they receive and how any such complaint or representations will be dealt with;
- Ensure young people have access to advocacy support to ensure their voice is heard.

Consultation with external professionals working with the home can provide opportunities for feedback from the young people such as through the Independent Children's Home Visitor (Regulation 44), Quality Assurance Visits, or visits from representatives from placing authorities. Written consent is sought from the young people and placing authorities we support to ensure they give permission for any external visitors to inspect and access the records as part of the Independent Visits process.

Young Peoples' Meetings are encouraged prior to Team Meetings to allow the young people to contribute to the agenda.

Moreover, it is our experience that young people will often express their wishes, feelings, and views spontaneously. The team will therefore respond as necessary at the time. In addition to this, key working sessions and regular progress reviews are used to explore and discuss relevant matters and reach agreement on action to be taken if any.

Young people work closely with their key workers on their care plan and are encouraged to discuss what they want for themselves for both the short- and long-term future. They discuss how they think they can reach these goals and what they feel they need to do in order to achieve them.

Looked After Reviews are normally chaired by an Independent Reviewing Officer (IRO) and are designed to ensure that adequate plans are in place to safeguard and promote the overall welfare of children; and to make recommendations, as necessary, for changes to those plans. Aurora House would expect these to be conducted to the following timeframes:

- An Initial Looked After Review should be conducted within 20 days of the child being Looked After or moving to a new home;
- The second Looked After Review should be conducted within three months of an Initial Looked After Review;
- Subsequent Looked After Reviews should be conducted not more than six months after any previous review.

These are maximum timescales, Looked After Reviews can be convened sooner if consideration is being given to ending or changing where the young person lives or the urgency of the case determines they should be. Young people are encouraged to be actively involved in LAC meetings and supported to express their views, wishes and feelings.

Aurora House expects placing authorities to ensure Pathway Plans are set up at the relevant time, however this will be monitored by the Registered Manager and where appropriate plans requested if not available.

Young people have the opportunity to contribute to colleague appraisals. Aurora House will also request feedback from services we work with regarding the level of service the home provides to each young person.

12. Anti-discriminatory practice and children's rights

Since the late 1970s, bullying among children has been the focus of considerable international research and policy development. Definitions have evolved, but the majority include all or most of the following elements:

- Aggression
- Intentional hurtfulness
- Abuse of power (asymmetric conflict)
- Repetition

These are included in what is probably the most comprehensive definition, by the Australian academic Ken Rigby:

Bullying involves a desire to hurt + hurtful action + a power imbalance+ (typically) repetition + an unjust use of power + evident enjoyment by the aggressor and generally a sense of being oppressed on the part of the victim.¹

Bullying takes many forms and can include:

- physical assault
- teasing
- making threats
- name calling
- cyberbullying - bullying via mobile phone or online (e.g., email, social networks, and instant messenger)

The damage inflicted by bullying can be frequently underestimated. It can cause considerable distress to young people, to the extent that it affects their health and development or, at the extreme, causes them significant harm (including self-harm).

At Horizon we endeavour to promote and safeguard the welfare of each young person and the right of all colleagues to feel safe in their working environment. It is the responsibility of all colleagues to ensure that each individual living or working at Aurora House is treated with respect and is protected from oppression, humiliation, and all forms of abuse. The team will aim to identify young people who are at risk of being bullied and will endeavour to ensure that all young people are protected from all forms of physical abuse, maltreatment, or exploitation, including sexual and racial abuse and the young people will be encouraged to recognise their own rights and to understand that rights carry a responsibility to respect the rights of others.

At all times team members will promote anti-oppressive practice both with young people, each other and any other person visiting Aurora House in either a professional or personal capacity.

Section Four - Education

13.Supporting children with special educational needs

As an assessment home, placements are short-term and focused on understanding each child's needs and identifying appropriate next steps. Therefore, every child admitted to the home will have an individualised education plan developed at the point of admission, taking into account their previous educational experiences, current attainment, and any identified barriers to learning.

Education is a fundamental part of a child's development and future outcomes. We recognise our responsibility as a home to prioritise and promote education from the outset of placement. Given the nature of assessment placements, educational arrangements will be flexible and tailored, linking in with EHCP and PEP targets,

¹ Rigby, K. 2002. New Perspectives on Bullying. London: Jessica Kingsley Publishers.

ensuring they meet each child's immediate needs while supporting stability and engagement.

We will work in partnership with Wiltshire Council to identify and secure appropriate educational provision.

This may include:

- Short-term Alternative Provision (AP) placements
- Tutoring within the home environment
- Interim or transition education packages while longer-term plans are established

As a home, we will actively support children to engage in their education, promote attendance, and create a structured daily routine that values learning.

We will ensure there is strong **collaborative working** between ourselves, the Local Authority, and education providers so that educational standards are consistently met. Regular communication and review processes will ensure that education plans remain responsive and effective throughout each child's stay, supporting them to achieve their full potential.

Ensuring that:

- the special educational needs and disability code of practice 0 to 25 years, as it relates to looked after children, is followed; and,
- the child's statement or EHCP works in harmony with their care plan to tell a coherent and comprehensive story of how the child's needs are being met.

Professionals should consider how the EHCP adds to information about how education, health and care needs will be met without the need to duplicate unnecessarily the information that is already part of the child's care plan. The team in the Aurora House are mindful that some children may have undiagnosed special needs when they start to be looked after.

The Personal Education Plan (PEP) is a record of what needs to happen for looked after children to enable them to fulfil their potential and reflects any existing education plans, such as information from the EHCP, Individual Education Plan (IEP) or provision mapping. The PEP should reflect the importance of a personalised approach to learning which secures good basic skills, stretches aspirations, and builds life chances.

14. Education curriculum and the arrangements for education

Aurora House is not registered as a school.

15. Promoting educational attainment

We believe the educational needs of 'looked after' children and young people should wherever possible be met within mainstream education services and we

strive for all young people in our care to access an appropriate and sustainable school provision.

For those young people who have previously experienced significant difficulties in the education system arising from their individual needs, which make it difficult for them to manage in the mainstream education environment, we recognise that specialist full time education is necessary. We can offer educational support with Horizon Education Alternative Learning (HEAL), which offers 1:1 support in the community to help children back into education or training.

HEAL is designed to support:

- Young people unable to access formal education
- SEND, SEMH, ASC, SLCN, EBSA, ACE'S needs
- Pupils missing education or at risk of permanent exclusion.
- Pupils identified as needing attendance support in mainstream school or a specialist setting
- Those requiring EOTAS (Education other than at School) packages.

HEAL combines one to one and two to one teaching with online lessons where appropriate to help restore a students' faith in education.

HEAL works closely with our care and support teams to facilitate school reintegration, help young people catch up on lost learning and support their transition back into education when they are ready.

The home will work in collaboration with education teams. The Registered Manager and/or key worker will attend progress meetings and reviews, offer advice on further education and career choices, and liaise with outside agencies, as appropriate.

Each young person's file will contain a copy of their PEP, which sets out a record of educational achievements, needs and aspirations and must also include the contact details of the VSH for the authority that looks after the child. It will also contain any record of educational history and any statement of special educational needs / EHC plan.

Team members will support young people to complete homework and there is adequate space in the home where this can be undertaken. Additionally, the team will support young people to learn from life events and experiences, whilst being encouraged to make the most of opportunities provided outside of school.

Section Five - Enjoyment and Achievement

16. Enabling children to take part in a range of activities to be creative and intellectual and develop their physical and social interests and skills

We aim to provide a range of experiences, opportunities, and activities to meet individual physical, emotional, social, behavioural, psychological, and educational needs of our young people. Birthdays, name days, cultural and religious festivals are also celebrated where appropriate. All our young people are encouraged to

plan their own weekly activity programme with support and guidance from the team. Where required team members will research activities requested by young people and organise such activities if deemed appropriate and subject to risk assessment.

Our young people also have the opportunity to select newspapers, magazines, books, music, and games subject to suitability on a weekly and monthly basis. We aim to provide a range of experiences, opportunities, and activities to meet individual physical, emotional, social, behavioural, psychological, and educational needs.

Trips out to events for enjoyment or interest are promoted and encouraged and are organised by team members and young people as appropriate. The team in the Aurora House have access to transport options to support a young person's chosen activities.

Aurora House understands the importance of play and social normalisation; therefore, we encourage and support young people to make and sustain friendships with young people inside and outside of the home. The team in the Aurora House will welcome friends for dinner as well as organise 'play dates' or time with friends.

The team have a good understanding of the range of influences that friendships can have and encourage those with a positive impact and discourage those with a negative impact.

Activities need to be carefully planned to balance realistically with those that children and young people would receive in a family home whilst ensuring opportunity to experiences of childhood that may otherwise have been missed.

Section Six - Health

17. Healthcare

Individual health care needs are identified when a young person moves into our home and arrangements for continuity of medical care are recorded in the Placement Plan. Confidential health records maintained for each young person include details of any health problems or illnesses, prescribed treatments, and the administration of medication. All young people are supported to remain with their current doctor, dental practice, and opticians but if the distance is too far, we register them with the local doctors at Whiteparish Surgery, the dentists at Salisbury Dental Centre, the opticians at Specsavers Opticians and Audiologists - Salisbury, within seven days of a young person moving into a home.

The local LAC nurse for Aurora House is based in Whiteparish, Wiltshire, who often visits the home to provide health care and information for the young people. All team members are also aware of the NHS helpline (111) that they can be used for additional advice and support if needed.

The team monitor any changes in the young person's health and arrange appropriate care or treatment after obtaining, if appropriate, the child's consent.

Medication

All medicines are kept in a locked medication cabinet which the shift leader is responsible for, unless the young person is deemed competent and risk assessed to self-administer their own medication, in which case a lockable cabinet will be provided for the young person to have in their room. All core colleagues are trained in the Administration of Medication.

Exercise

Every effort is made to ensure young people are able to maintain their interests and hobbies and are encouraged to try out new opportunities they may not have experienced previously. Young people will be encouraged to take regular exercise and to positively engage with chosen activities. The team will actively promote and support young people when engaging in such activities. Access to sport in the community, horse-riding, outward-bound pursuits, drama and dance groups, army cadets, swimming, tennis etc. can be arranged. All young people, where appropriate, are encouraged to join the local gym where they will have access to gym equipment and exercise classes. The home uses an electronic recording system that enable patterns and trends to be identified very easily. This ensures that the young people's health is closely monitored and progressed in appropriate timescales.

Diet

Young people at Aurora House are encouraged to eat a well-balanced diet. They are involved in the preparation of menus on a weekly basis, assist with the weekly shop and participate in the preparation and cooking of food. This also allows for young people to develop independence skills. Young people in our care are also encouraged to try new cuisines, and all personal tastes are accommodated for, subject to health monitoring and individual needs.

Where necessary, Aurora House will work in partnership with other agencies including dieticians, and the LAC Nurse in order to meet the individual needs of our young people.

Personal Hygiene

Young people will be provided with guidance, advice and support on health and personal care issues appropriate to their needs and wishes. Young people choose their own toiletries and personal hygiene products and regularly go shopping with the team. Where appropriate, young people in our care will have the opportunity to purchase these items whilst on independence time subject to risk assessment. The team will discreetly monitor standards of personal hygiene and provide guidance and encouragement, as necessary. Any specific concerns are raised in the young person's BSP with clear strategies on how to best manage this, allowing the team to follow and understand the appropriate support to be used.

Smoking

It is against the law to smoke/vape in any of our homes. Colleagues and visitors are not allowed to smoke/vape in front of the young people; they are required to be discreet when leaving the building to go for a cigarette/vape. Guidance is given to all young people on related health risks and support is offered to young people wishing to give up smoking/vaping. We do not give young people under the age of 18 years permission to smoke.

Substance Use

The consumption of alcohol, use of recreational drugs or misuse of prescribed medication is not permitted within the home. Team members will provide advice and guidance on the risks associated with substance misuse in order to educate our young people in the home of the potential effects both can have upon their health. If specific concerns are identified a referral would be made to the relevant local area support services.

Sexual Health

Levels of awareness and risk are assessed when a young person moves into our home by information supplied by social care and agencies involved in the care of the young person. Advice and support are available from the team through key work sessions. If specific concerns are identified a referral would be made to the appropriate service, these include local GUM clinics and family planning centres.

Health Education

The team members at Aurora House are required to promote a healthy lifestyle and act as a positive role model. Access to specialised guidance and support is arranged as necessary and key workers will routinely focus on health issues such as sexual health, sex education, family planning, and alcohol and substance misuse information, etc. during planned key work sessions. The team will actively promote all aspects of healthy living by working alongside professionals to ensure that the young people in our care are supported and informed surrounding decisions that are made.

The team will support each young person to achieve personalised objectives for their health and well-being as recorded in their placement plan / health plan. Young people will be helped to understand and make informed choices about their health and well-being.

18. Therapeutic Services

At Horizon, we are committed to providing therapeutic support to the children in our care. While we are currently in the process of recruiting a full therapeutic team, our model is designed to be led by a Head of Psychology and a team of in-house qualified HCPC Registered Psychologists (Forensic, Clinical, and Counselling) and Psychotherapists. Even without a fully active therapeutic team at present, our staff are equipped with the training necessary to support children in a therapeutic way.

Our SHINE Therapeutic Model allows us to practice using a psychologically informed and trauma responsive approach across Horizon. SHINE brings together up to date research and approaches which have been found to be essential when supporting young people who have experienced trauma and adversity.

Dyadic Developmental Psychotherapy, an evidence-based attachment-focused approach for working with young people incorporating Playfulness, Acceptance, Curiosity and Empathy (PACE), underpins our SHINE model. In addition, we also draw from current neuropsychological evidence, notably the work of Bruce Perry, Daniel Siegel and Bessel van der Kolk.

Our colleagues are trained in SHINE as part of their Induction training. This training enables colleagues to develop a greater understanding of the impact of early loss and developmental trauma and attachment difficulties. SHINE training includes a focus on PACE which provides a therapeutic approach to help colleagues to build secure and safe relationships with the young people, adopting a parenting approach which is sensitive to the trauma and attachment-based difficulties. This training is the foundation for the therapeutic approach in the home and is continually built upon and developed with colleagues through ongoing consultation and therapeutic support.

Assessment Approach

Assessment at Aurora House is holistic, relational, and ongoing rather than a one-off event. Through our bespoke framework called TRIAD (Trauma-responsive, Individualised, Attachment-aware, and Developmental), we explore the following domains of assessment over a 12 week period.

Areas of assessment relevant to each child

Background / Relational History

- Attachment patterns
- Losses, separations, caregiving disruptions

Trauma Exposure

- Type, duration, developmental timing
- Child's subjective experience

Neurodevelopment

- Cognitive, executive function, sensory profile

SEMH / Emotional Regulation

- Triggers, regulation strategies, signs of dysregulation

Behavioural Presentation

- Risk behaviours (e.g., absconding, aggression, self-harm) as adaptive responses

Identity & Cultural considerations

- Ethnicity, gender, faith, language, neurodivergence, LGBTQIA+ identity

Strengths & Protective Factors

- Interests, talents, supportive relationships

Educational experiences, attainment/ abilities

- School history, engagement, SEN needs

Psychological/ trauma-informed formulation

- Behaviours, experiences, presentation.

Recommendations for care/therapeutic support

Methods of assessment to include:

- Observation within everyday routines
- Relationship-based assessment by key adults
- Structured assessment tools where clinically indicated with robust rationale (E.g. cognitive assessment, self-report measures)
- Individual sessions with Clinical Psychologist where appropriate
- Multi-agency information gathering and consultation

Assessment findings are regularly reviewed on a weekly basis between care team and Clinical Psychologist and refined, ensuring that emerging understanding informs day-to-day care.

Therapeutic care as a daily experience

At Aurora House, therapy is embedded in everyday interactions rather than delivered solely through formal sessions.

The role of residential care staff:

- Staff are the primary therapeutic agents
- Consistency, predictability, and emotional containment are prioritised
- Relationships are built through connection, curiosity, and reliability

Co-regulation and emotional development:

- Adults take responsibility for regulation first
- Feelings are named, validated, and explored
- Children are supported to develop emotional literacy and self-regulation over time

Boundaries and behaviour support:

- Boundaries are clear, fair, and relational
- Responses focus on learning and repair rather than punishment
- Physical intervention is a last resort and used only to keep people safe.

Therapeutic Ethos

At Horizon, we have a strong belief that by ensuring high quality evidence-based training and support, we can work with teams to develop and embed therapeutic and trauma-informed parenting practices to meet the complex needs of the young people in our care. This approach is now recognised as the most effective way of working therapeutically with young people who often struggle to engage in direct one-to-one therapeutic work.

By providing wrap around care and support to our colleagues and working with them to understand the young people in the context of a young person's trauma history, they will be better able to empathise and connect with the young people in their care and develop meaningful and trusting relationships. These relationships provide a young person with a new and different experience of being cared for and provide them with a sense of safety and security.

Our colleagues are trained to understand and manage the challenges that are associated with the young people's complex behaviours and needs and given the necessary support to remain engaged, even during challenging times. Our aim is to ensure that each young person is given the opportunity and support to develop, socially and emotionally, and to develop resilience, which will serve to prepare them for a better life after residential care.

Section Seven - Positive Relationships

19. Supporting children and young people to spend time with their families and friends

We actively encourage and support young people to spend time with family unless directed otherwise from the placing authority or court.

We will facilitate time with family in accordance with the written agreement and seek clarity of any arrangements for permitted or prohibited individuals. We welcome family spending time together at the home (dependent upon the needs of the other young people in the home) and visitors will be offered the opportunity to share meals and refreshments. Young people and their visitors will be shown to a quiet space to talk in private, dependent upon the levels of supervision required.

Before visitors are able to gain access to Aurora House, the team will ensure that they have seen proof of identification. If the visitor is unannounced or is unable to provide identification, then entry will be refused. All visitors will be asked to sign the visitor's book. Aurora House will support and facilitate young people remaining in contact with family and friends through phone, mail, or electronic means, providing that this has been agreed with placing authorities.

Young people are encouraged to make friends locally as well as retain already established friendships from areas they have previously lived, schools they have attended or activities they have engaged in within the community. These friends will be welcome to visit Aurora House in consultation with the team and young

people are able to visit their friends if invited and with the agreement from the team.

All time spent with family and/or friends are recorded on the electronic recording system and filed in the young people's file. Any variation in the agreed arrangements to spend time with family or friends will be made with full consultation with the placing authority. If it is more appropriate, the team will support time with family or friends at a venue away from the home and can provide supervision of the young person throughout.

We will support young people as appropriate before, during and after time with family/friends, as this can be a very challenging time emotionally for the children in our care. We recognise the impact of attachment related issues and the team at Aurora House ensures that there is good communication between parents, young people, and the home on how the time with family or friends went. Aurora House is also able to offer support in difficult situations where meetings may be considered too risky or unable to take place in their home by arranging to spend time within the local area or at a half-way point between the two areas.

For young people who do not spend time with family or friends outside the home then the home will ensure that the young person has access to an independent visitor. All appropriate checks will be made and agreements from the local authority gained.

Section Eight - Protection of Children

20. Monitoring and surveillance

There are two passive sensors in place: one on the front door and one on the back door, with a control panel located in the adult sleeping in room, which can be set at night. This will alert the team members of movement of the young people when doors are opened. This is to help with the security and reassurance to young people and colleagues. Sensors can also be placed on individual children's bedroom doors, if it is felt to be necessary, this decision would be taken in communication with the child's Social Worker, the Registered Manager and the Clinical team. These are only used when appropriate and the risk assessment determines the need.

21. Positive and safe care including behaviour support

Through a multi-disciplinary approach, the provision of a warm caring, therapeutic environment, and the maintenance of firm and consistent boundaries, we encourage young people to develop the positive relationships that will allow them to gain a sense of personal worth within a nurturing environment. These positive relationships are the means by which behavioural boundaries are agreed and maintained.

Boundaries which are in place are both appropriate and realistic. If a young person is finding it difficult to remain within the agreed boundaries, a reminder will be given. If this fails, advice to take time out and calm down may be given. All

colleagues are trained in de-escalation and diversion techniques and are aware that physical intervention is to be used only as a last resort.

If a young person is presenting as in crisis and causing serious damage to the home, which is impacting on any other young person in the home measures can be taken to reduce impact and/or potential trauma. The team may limit access to certain areas of the home to safeguard all young people who live in the home. If this were to be implemented it would be a short-term measure. All strategies would be clearly documented within a BSP or risk assessment. Regular reviews will take place; this will be revised where appropriate and necessary.

Physical intervention

It is acknowledged that the use of physical intervention, if it can be used safely, may be necessary if there is a serious risk of significant harm to the young person or others, or a risk of serious damage to property. Each young person in our care has a BSP which recognises behaviour and potential triggers and how best to verbally intervene without the need for physical intervention.

In making the decision to use physical restraint techniques colleagues will take into account a young person's individual circumstances including any history of abuse, phobias, size and maturity, physical health and state of mind, the possible influence of drugs or alcohol and the need to consider the safety of those around them.

All Horizon colleagues at Aurora House are trained in the Shine Therapeutic Model which provides a focus on therapeutic practice alongside RRN & BILD approved Sherwood restrictive physical intervention. The competency of colleagues is assessed through refresher training on an annual basis. The training gives clear guidance on how to de-escalate situations, recognise triggers, understand trauma and attachment whilst considering the underlying needs of any behaviours that are presented. This enables colleagues to support the young people to change negative cycles and gain positive experiences that allows them to form healthy relationships and attachments.

Whenever physical intervention is used a record of physical intervention will be completed on the homes internal recording system. The social worker is to be informed no later than 24 hours and a review of the incident is undertaken with the colleague(s) and young person(s) involved by an authorised colleague to establish their feelings regarding the incident and any learning for the future.

Situations where physical intervention is used should be exceptional and will be consistent with the guidelines provided by the Department of Health in the document 'permissible forms of control in children's homes.'

Consequences

Consequences are not punishment but are strategies designed to help children. Consequences may only be imposed as a last resort with the intention of reinforcing acceptable behaviour and restorative learning.

Consequences must never be imposed simply because of unacceptable behaviour. They should be an effective tool, and any review must consider the effectiveness of the consequence imposed; if proven ineffective, then other alternative strategies must be applied.

Through the Shine Therapeutic Model that is embedded and used in the home, the team encourage reflection with the young person and ask for their views on appropriate consequences to their actions. The team are encouraged to use and think about natural consequences to action to ensure they have the right impact and outcome for the young person to learn from their experience.

Room Search

Bedrooms should not be generally entered without the child's permission; room searches should generally not take place unless the child has been informed or permission given. It may be appropriate to conduct an immediate search of a child's belongings, including the searching of a child's bedroom, if there is reasonable cause to believe that a child has concealed weapons, illegal drugs, or other items, which may place the child or others at risk of injury. The decision to search a young person's room may only be made by the team after they have consulted with the most senior member of the team on duty and / or on call. The only exception to this is where the situation is so critical that the search demands an immediate response. The Registered Manager will review every room search that takes place and make comment and / or recommendations as the case may be. In any instance where a room search has taken place, social workers will be sent a full report within 24 hours, usually via e-mail.

Section Nine - Leadership and Management

22. Registered Provider and Manager's contact details

The Responsible Body is:
Horizon Care and Education Group Limited (06454959)
C/O DWF Company Secretarial Services Limited
1 Scott Place, 2 Hardman Street,
Manchester,
M3 3AA
Tel: 01543 570304

The Home Manager for Aurora House is Jack Orman

See Appendix A for a full staffing profile.

The Responsible Individual is James Elliott

James joined Horizon in June 2025 as Residential Manager for a home in our Wiltshire region. Prior to joining Horizon, James had 8 years previous experience working in residential settings with children and young people. This included a range of different management roles, 3 years as a Deputy manager, 3 years as a Registered manager and 18 months as a Regional Manager and Responsible

Individual. James holds the following Qualifications: NVQ Level 3 Health & Social workforce and the Diploma Level 5 in Leadership and Management.

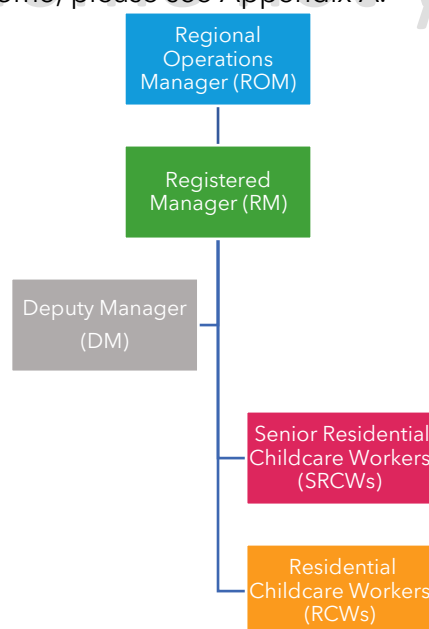
23. Experience and qualifications of colleagues

Aurora House has a dedicated team of colleagues who are responsible for the effective care and development of the young people. Horizon recognises that in order to meet the complex and varied needs of young people; colleagues must have appropriate training, well-developed skills and access to therapeutic support and consultation.

All Horizon colleagues complete a comprehensive induction programme to include a learning log which is broken into six standards which link into the QCF framework. The induction also includes mandatory training in safeguarding, child protection, equality and diversity, positive handling, fire safety, food hygiene, administering medication, the level 3 Children & Young Peoples Workforce Diploma and specialist training in Horizon's Shine Therapeutic Model which includes therapeutic parenting, trauma, and attachment. Colleague development is further assisted through regular supervision, team meetings, and psychologically informed consultation with the home's allocated member of the Therapeutic Services Team.

24. Management structure and support

An example team structure is provided below but for full details of the team structure within the home, please see Appendix A.



The number of team members for the home are risk assessed and planned to reflect individual need and circumstance and waking night colleagues are only present if a specific request is made by a placing authority, or if an assessment following an event / occurrence identifies the need for a waking night team member to be present within the home.

If there are any colleague shortfalls at Aurora House, it would be anticipated that the shortfalls could be met by a regular team member who is familiar with the home and young people. This may be a shift offered to a bank member of the team, an overtime shift offered to a team member who already works in the home or who works in a nearby home. Otherwise, it may be an agency worker, but this is kept to a minimum in order to support consistency and continuity within the home, unless it is a long-term agency worker known to the home. The Registered Manager may work some shifts on the rota.

Aurora House has access to a number of 'bank' colleagues who can be utilised in the event of shortfalls on the rota, for short periods of time. Colleagues who are 'bank' have all completed induction training and have a professional responsibility to remain up to date with their statutory and mandatory training in the same way as permanent colleagues. They also have supervision in line with company policy, to ensure that their needs are being met and that they have time to reflect on personal practice, progress, and development. 'Bank' colleagues provide consistency for the young people, and they are familiar with routines, structures, boundaries, and expectations.

Aurora House works alongside preferred agencies, allowing for a consistent approach, if the need for agency use arises. We ensure that all colleagues consistently follow the home's policies and procedures for the benefit of the young people in the home. Everyone working at the home should understand their roles and responsibilities and what they are authorised to decide upon on their own initiative. Long term agency workers are carefully selected to provide the same level of consistency and familiarity as bank colleagues. The use of agency or bank support is carefully monitored and reviewed.

Aurora House values a stable workforce, as we understand how crucial it is to have the right number of team members with suitably balanced skills when delivering care to the young people. The Registered Manager will make every effort to achieve continuity within the team so that young people's attachments are not overly disrupted, this includes ensuring employment of temporary colleagues will not prevent young people from receiving the continuity of care that they need.

There should be clear lines of accountability. In the event that the Registered Manager is on annual leave, additional leave, sick leave, Aurora House will be supported by the Regional Operations Manager, who works closely with the Senior Registered Manager in the region and the Deputy Manager (if appointed) at Aurora House, ensuring that the home continues to operate meeting Ofsted regulations.

The number of colleagues working in a home at any one time are dependent upon the needs of the young people. Aurora House works on a 3:2 ratio, 1:1 for each young person and an additional staff member to support where necessary. Additional staffing will be added to the rota if needed.

Efforts are made to ensure the individuals working in the home represent a range of experience, gender balance and qualifications ensuring that the young people's needs are being met to an individualised programme, promoting individual progression. The diverse nature of the team in terms of age, gender, ethnicity, experience, skills, and qualifications provides the opportunity to promote a positive view of difference to young people.

The Registered Manager is on call throughout the week, Monday to Thursday, allowing team members to utilise them for advice and support. Over the weekend and on Bank Holidays, Aurora House is incorporated into the regional on call system.

All new team members whether they be core, bank or agency workers are inducted to the home and immediately familiarised with the young people. This includes reading their most up to date BSP, TASP, risk assessments and placement plans and any restrictions with regards to time with family/friends and levels of supervision.

Safer recruitment checks as required under Schedule 2 of the Children's Homes (England) Regulations 2015 are in place for all staff working in the home. This includes enhanced DBS checks and full employment history.

All colleagues are aware of the company policy regarding sickness and absence.

All colleagues receive regular supervisions to help them reflect on their work with young people. Supervision is carried out in line with Horizon supervision policy.

Supervisions are planned for quieter parts of the day so that teams are able to have supervisions completed without being disturbed and without impacting on the care provided. Individual supervision and team meetings are planned in advance. In addition to this all colleagues receive annual individual appraisals which then allows for personal development plans to be completed. These plans set clear aims and objectives and guidance for the individual to achieve over the forthcoming year.

In each Region there is at least one Senior Registered Manager. They offer support and guidance to each home and Manager within the region, alongside the Regional Operations Manager.

25. Promoting appropriate role models

Positive social role models with life experience are an important part of our recruitment programme and feed into our training and development structure. Aurora House has a diverse, skilled, and dedicated team who are responsible for the effective care and development of the young people in our care. The team at Aurora House consist of individuals of varying ages, backgrounds and life experiences which help to promote diversity.

We aim to inspire and lead a culture that: -

- Helps young people aspire to do their best and promotes their welfare;
- Leads and manages the home in a way that delivers the approach, ethos and outcomes set out in the home's statement of purpose and demonstrates a vision for the home;
- Leads colleagues to work as a cohesive team and ensures that they have the experience, qualifications, and skills to meet the needs of each young person in the home;
- Ensures that each young person receives care from a stable and sufficient team that is well supported and provides a consistent approach to care;
- Understands the impact the home has on the progress and experiences of each young person and uses this knowledge and understanding to inform the development of the quality of care in the home;
- Uses monitoring and review systems to achieve continuous improvement in identifying and addressing any weaknesses in or demands upon the quality of care provided by the home.

Section Ten - Care Planning

26. Children and young people moving into the home, including those who move in in an 'emergency'

For a new young person moving into a new home, whether this is a planned or unplanned move, this can be a difficult time, and we aim to make any introduction to the home as smooth as possible. When a young person is referred to Horizon, the Business Development Team will take the initial details from the relevant placing authority. During the referral process, we use an initial needs and experiences assessment to assess whether we feel we could meet the needs of the young person within the home taking into account the needs of the other young people we already care for. We may ask the placing authority for more information to help us with our decision making.

Home Criteria

Aurora House may care for up to two young people with emotional and behavioural difficulties who may also have a learning disability.

We will consider young people who;

- match with our current group of young people and;
- meet the conditions of the home's registration;

We are unable to offer a home to young people who;

- breach the conditions of the registration or;
- could be inappropriately matched.

Moving In

For a young person to move into Aurora House, whether planned or in an emergency, this will be subject to receipt all of the relevant paperwork. It is anticipated that some children will need to be moved under emergency conditions. In these circumstances the Registered Manager will obtain the fullest information possible from the referrer to allow a decision to be made and ensure the following conditions are agreed/met:

- Planning meeting arranged within 72 hours;
- There must be a named social worker with case responsibility;
- All appropriate paperwork is provided.

Wherever possible, the young person will visit the home prior to them moving into a home which may include overnight stays and / or be introduced to some of our team. Following a young person moving in, colleague ratios will be reviewed to establish how we can safely introduce a new young person to Aurora House. Each young person will receive a young person's Welcome Pack which includes; a young person's guide, a small gift of toiletries, relevant contact numbers such as the IRO, social worker, and the Children's Rights Officer. The young person will be made aware of their key worker, and the team will help them settle into their new environment.

When a young person moves in or out of our home the Business Development Team will notify the designated officer within the Local Authority of Wiltshire. This written notification will include the young person's name and date of birth, their legal status, the contact details for the Placing Authorities Team Manager and the young person's IRO and whether the young person has an EHCP with the details of the responsible local authority.

Appendix A - Team Structure

Colleague name	Job title	Company start date (Month, Year)	Qualifications	Experience
<i>The home is currently going through the application and registration process with Ofsted, so there are no children currently being accommodated at Aurora House.</i> <i>Any colleagues recruited may be supporting other Horizon homes until such time that Aurora House is registered and are ready to move children into the home.</i>				
Jack Orman	Home Manager	April 2026	Level 3 Diploma for Residential Childcare. Level 5 Diploma in Leadership and Management for Residential Childcare (England).	Jack has worked in the residential childcare sector for over 10 years, progressing from Residential Childcare Worker to Registered Manager within a Crisis home for young people with a wide range of presenting behaviours.