

## **True North Care: “Pilgrim House” Children’s Home Proposal**

**Location: 26 Burgh Mill Lane, Dewsbury, WF13 3NW**

### **1. Executive Summary**

**Vision:** True North Care is dedicated to transforming the lives of two children aged 8–17 with emotional and behavioural difficulties (EBD) at 26 Burgh Mill Lane, Dewsbury, WF13 3NW. Our child-focused, person-centric approach places each child’s unique needs, voice, and aspirations at the heart of our care, fostering emotional resilience, confidence, and independence. The two-bedroom dwellinghouse, with a dedicated staff study room and access to local amenities like Crow Nest Park and Dewsbury Sports Centre, creates a nurturing, family-like environment where children feel safe, valued, and empowered to shape their futures. Unlike larger local homes (4–6 children), our two-child model offers intensive, tailored support for EBD, addressing Kirklees’ placement shortage.

#### **Objectives:**

- Secure Ofsted registration by November 2025, targeting an ‘Outstanding’ rating by prioritising child-focused care and well-being.
- Deliver individualised, evidence-based support compliant with the Children’s Homes (England) Regulations 2015 and Ofsted’s 9 Quality Standards.
- Build robust partnerships with Kirklees Council, Ravensthorpe Junior School, Westborough High School, Child and Adolescent Mental Health Services (CAMHS), and community resources like Dewsbury Minster to support each child’s emotional, educational, and social development.
- Foster a supportive environment for staff well-being, ensuring sustainable, high-quality care with 24/7 coverage.
- Integrate seamlessly into Burgh Mill Lane’s community, leveraging local parks and amenities to enhance children’s well-being and minimise impact.

**Rationale:** This small-scale home addresses Kirklees’ urgent need for 10–15 specialised EBD placements, offering intensive care for two children. Its minimal footprint, with no external alterations and use of community amenities, aligns with Kirklees Local Plan policies (LP24: Design, LP30: Transport, LP47: Community Facilities, LP49: Healthy Communities) and supports our pre-application enquiry to Kirklees Council.

### **2. Understanding the Children’s Needs**

**Who We Serve:** True North Care will support two children aged 8–17 with emotional and behavioural difficulties (EBD), often resulting from trauma, neglect, or disrupted attachments. These children may exhibit anxiety, emotional dysregulation, aggression, or withdrawal, requiring a safe, predictable environment to rebuild trust, self-esteem, and hope.

#### **Child-Focused Care Framework:**

- **Core Principles:** Our approach is grounded in the six principles of trauma-informed care (SAMHSA, 2014): safety, trustworthiness and transparency, peer support, collaboration and mutuality, empowerment and choice, and cultural, historical, and

gender sensitivity. Each child's care plan is co-created with their input, ensuring their experiences, preferences, and aspirations shape their journey.

- **Impact of Trauma:** Children with EBD may have experienced adverse childhood experiences (ACEs), such as abuse or family breakdown, leading to hypervigilance, mistrust, or difficulty forming relationships. Our home provides a stable, nurturing environment to promote healing, resilience, and belonging.
- **Individualised Support:** Needs are assessed through collaboration with Kirklees Council, CAMHS, social workers, and local schools (e.g., Ravensthorpe Junior School, Westborough High School). Assessments identify emotional triggers (e.g., anxiety from transitions), strengths (e.g., creativity), and goals (e.g., family reconnection). For example, a child with anxiety may benefit from structured routines and visits to Crow Nest Park's calming lake, while another with aggressive responses may use Positive Behaviour Support (PBS) strategies during sports at Dewsbury Sports Centre.
- **Voice and Choice:** Weekly one-to-one sessions and house meetings empower children to shape their care, from choosing bedroom decor to selecting activities (e.g., football at Thornhill Lees Park, storytelling at Dewsbury Library). This fosters agency and reduces feelings of powerlessness.
- **Holistic Development:** We support emotional regulation, educational engagement, physical health, and social skills through activities at Crow Nest Park (playground, trails), Dewsbury Sports Centre (swimming), and Dewsbury Library (reading groups), countering isolation common in EBD.
- **Therapeutic Interventions:** Our model integrates PBS to address challenging behaviours and Playfulness, Acceptance, Curiosity, Empathy (PACE) to build trust. Therapies (e.g., music, art, drama, play) are delivered by an external qualified therapist contracted weekly, tailored to each child's EBD needs. For example, art therapy at Dewsbury Library helps children process trauma non-verbally, while play therapy supports younger children in expressing emotions safely.
- **Why This Matters:** Kirklees' 2025 commissioning data highlights a shortage of 10–15 EBD placements, with larger homes (4–6 children) at capacity. Unsuitable placements increase breakdown risk by 30% (Ofsted, 2023). Our two-child model offers intensive, therapeutic care, preventing harm and promoting stability through community integration.

### 3. Our Commitment to People

**About True North Care:** Led by Registered Manager Shafiq Hussain and Responsible Individual Corrina Mathews, True North Care is a limited company registered with Companies House. Our ethos prioritises children, staff, and community, ensuring a nurturing environment for healing and growth.

**The Children:** Each child's unique story—shaped by trauma, resilience, and potential—guides our care. We help them manage EBD and thrive through tailored interventions (e.g., swimming at Dewsbury Sports Centre, youth groups at Jamia Masjid Swafia Mosque) and community engagement.

### Staff Structure and Salary Table

Role	FTE/Hours	Salary	Qualifications/Notes	Main Duties
put	Part-time (Full-time equivalent)	£52,000/year	Strategic oversight, regulatory liaison	Ensures Ofsted compliance, quality assurance, and liaises with Kirklees Council and Ofsted
Registered Manager (Shafiq Hussain)	Full-time (37 hrs/week)	£55,000/year	Ongoing training in Residential Childcare; Level 5	Manages EBD care, safeguarding, and ensures SCCIF compliance
Deputy Manager (Ayaz Hussain)	Full-time (37 hrs/week)	£32,000/year	Pursuing Level 5	Supports planning, supervision, covers 2–3 shifts/week
Care Worker (Full-time)	3 staff, Full-time (37 hrs/week each)	£25,000/year each (£75,000 total)	Trained in PBS & PACE	Direct care, 12-hour shifts in a 14-day cycle; 1:1 ratio during waking hours
Care Worker (Part-time)	2 staff, Part-time (18.5 hrs/week each)	£12,000/year each (£24,000 total)	Trained in PBS & PACE	Supports flexible staffing, direct care
Bank Staff	As needed	£5,000/year	Trained in PBS & PACE	Provides additional cover as required

**Training and Support:** Annual training in PBS, PACE, de-escalation, and safeguarding, plus weekly supervision with Shafiq Hussain, monthly reflective practice with a therapist, and a staff study room, to prevent burnout and ensure high-quality care.

**The Community:** We aim to be considerate neighbours in Burgh Mill Lane, distributing introductory letters, hosting quarterly coffee mornings, and holding annual open days to build trust. Our small scale and use of Crow Nest Park and Dewsbury Sports Centre reduces on-site activity, minimising disruption.

#### 4. The Premises

**Description:** The two-bedroom detached dwelling house at 26 Burgh Mill Lane offers a homely environment, with each child having a private bedroom (minimum 10 square metres, per Ofsted standards). A staff study room supports care planning and well-being, while shared living and dining areas foster connection. No external alterations are proposed; internal works include redecoration and EBD-specific safety features (e.g., secure medication storage, reinforced fixtures).

**Child-Focused Design:** The home features neutral colours, soft furnishings, and flexible spaces to reduce stress and support emotional regulation. Bedrooms are customisable (e.g., artwork, bedding choices), promoting safety and ownership. Natural light and open layouts counter hypervigilance associated with trauma.

**Access to Amenities:** Proximity to Crow Nest Park (1.0 mile), Thornhill Lees Park (0.6 miles), Dewsbury Sports Centre (1.1 miles), Dewsbury Library (1.3 miles), and religious sites (e.g., Dewsbury Minster, Jamia Masjid Swafia Mosque) enables activities that reduce stress and enhance social skills, aligning with therapeutic principles.

**Compliance:** The premises meet Ofsted standards (fire safety, accessibility) and Kirklees' policies (LP24, LP49). Safety measures include lockable windows to prevent absconding and regular risk assessments to maintain a secure environment.

## 5. Model of Support

**Child-Focused Approach:** Our care integrates PBS and PACE to address EBD needs. Key components include:

- **Safe Accommodation:** A predictable environment with EBD-specific features (e.g., locked medication cabinets, durable fixtures).
- **Individual Care Plans:** Co-developed with each child, social workers, and CAMHS, addressing triggers, educational goals, and aspirations (e.g., joining a football team at Dewsbury Sports Centre). Plans are reviewed monthly with child feedback.
- **Therapeutic Support:** Weekly music, art, drama, or play therapy, delivered by an external therapist, tailored to EBD needs. For example, art therapy at Dewsbury Library supports non-verbal expression, while drama therapy at Westborough High School aids emotional processing.
- **Health and Education:** Support for physical health (e.g., swimming, GP check-ups), emotional well-being (e.g., CAMHS referrals), and school engagement (e.g., SEN support with Ravensthorpe Junior School). Flexible schedules help EBD children thrive academically, targeting 20% improved attendance within 6 months.
- **Life Skills:** Programmes develop independence (e.g., cooking, budgeting at Ravensthorpe Shopping Park) and community participation (e.g., volunteering at Crow Nest Park).
- **Safeguarding:** Policies include a de-escalation protocol (e.g., calm verbal redirection, safe space provision) and biweekly risk assessments for EBD triggers (e.g., anxiety, absconding), overseen by Shafiq Hussain and Corrina Mathews.
- **Multi-Agency Collaboration:** Partnerships with Kirklees Council, CAMHS, local schools, and community organisations (e.g., Kirklees Youth Alliance) ensure holistic support. Monthly case reviews prioritise children's voices.
- **Continuous Improvement:** Monthly feedback from children and stakeholders informs updates. Regulation 44 visits and six-monthly Regulation 45 reviews ensure Ofsted compliance.

## 6. Community Integration

### Engagement Strategy:

- **Neighbour Outreach:** Introductory letters to Burgh Mill Lane residents explain the home's mission and small scale. Quarterly coffee mornings and annual open days address concerns (e.g., noise, 20% less on-site activity due to off-site amenities).
- **Community Partnerships:** Collaborations with Crow Nest Park, Dewsbury Sports Centre, Dewsbury Library, and religious sites (e.g., Guru Nanak Sikh Temple) facilitate activities (e.g., football, youth groups), reducing community impact.
- **Open Days:** Annual visits for social workers, schools, and neighbours showcase the therapeutic environment.

**Benefits:** Off-site activities align with LP24 and LP49, supporting Kirklees' need for EBD placements (LP47) and empowering children through community engagement.

## 7. Opportunity

True North Care addresses Kirklees' need for 10–15 EBD placements by 2026, with larger homes (4–6 children) at capacity. Our two-child model, unlike larger providers in Dewsbury, offers intensive, therapeutic care, reducing placement breakdowns (30% higher in unsuitable settings, Ofsted 2023). Access to local amenities enhances well-being, supporting positive outcomes and reducing long-term social care costs by an estimated 10% over 5 years.

## 8. The Problem

Finding EBD placements is challenging due to:

- Complex needs requiring specialised training in PBS and PACE.
- Shortage of small, therapeutic homes in Kirklees, with larger homes at capacity.
- Provider reluctance to accept EBD children due to care intensity, as reported by Kirklees Council (2024).
- Risk of unsuitable placements causing isolation or breakdowns, exacerbating EBD challenges.

## 9. The Solution

True North Care overcomes these challenges by:

- Recruiting staff trained in PBS, PACE, and de-escalation, ensuring 24/7 EBD support.
- Offering a two-child home with personalised care plans and weekly therapies.
- Collaborating with Kirklees Council, CAMHS, and schools for holistic support.
- Using local amenities to support emotional regulation and community participation.
- Preventing breakdowns, reducing future costs for local authorities.

## 10. Financial Snapshot

Item	Cost (£)
Redecoration	5,000
Furniture/Safety Features	8,000
Staff Training	5,000
Insurance	2,000
Legal/Planning Fees	10,000
Total Start-Up	30,000

Category	Month 1–2 (£)	From Month 3 (£)
Staff	171,000	183,000
Rent	20,000	20,000
Utilities/Maintenance	15,000	15,000
Training	5,000	5,000
Insurance	10,000	10,000
Total Operating Costs	221,000	233,000

## 11. Key Milestones

- **August 2025:** Receive Kirklees Council’s pre-application response; confirm planning requirements. If delayed, submit by September.
- **September 2025:** Submit Ofsted SC1 application with policies, DBS checks, and child input.
- **October 2025:** Complete internal works and recruit staff trained in therapeutic care.
- **November 2025:** Pass Ofsted inspection and secure registration.
- **December 2025:** Welcome the first child, co-creating care plans with school input.
- **April 2026:** Achieve full occupancy (two children) and review progress.

## 12. Ensuring Quality and Listening

**Ofsted Standards:** We uphold the 9 Quality Standards, targeting 80% improvement in EBD symptoms (e.g., emotional stability) within 6 months. Care plans are reviewed monthly with children.

**Staff Support:** Annual training, weekly supervision, and monthly reflective practice ensure staff readiness.

**Children’s Voices:** Weekly sessions and house meetings empower children to shape care (e.g., decor, activities).

**Community Feedback:** Monthly input from social workers, CAMHS, schools, and neighbours is actioned via a formal review process, ensuring Burgh Mill Lane integration.

**Continuous Improvement:** Regulation 44/45 reviews and stakeholder feedback drive an ‘Outstanding’ Ofsted rating by 2027.

**13. Appendices (to be added)**

- Pre-application enquiry supporting statement.
- Policies: Safeguarding, EBD Crisis Intervention, Behaviour Management.
- Floor plans: Two 10 sqm bedrooms, 15 sqm living room, 10 sqm dining area, 8 sqm staff study room.
- 12-month financial projections (spreadsheet).