

CENTRAL AND SOUTHERN HOMES THE GLOBE

Benefits to Exeter and the young people of Devon

OVERVIEW

Central and Southern Homes is a new company looking to establish itself as a leading provider of high quality children's homes starting with The Globe in Exeter. The management team have a wealth of knowledge and experience within this and other similar sectors and are looking to work closely with Devon County Council children's services to support Devon in providing young people who require this support with the homes and experiences they deserve. We are aiming to establish ourselves as a leading provider of children's residential care within the region, we want to set ourselves apart from other services with the quality of care that we provide, the environments we create and our outwards facing approach to engaging with the wider community.

In business terms we want to provide a high quality service for Devon County Council but how we want to achieve this is by creating homes where each young person feels safe, loved, cared for and nurtured. We want to focus on relational health and for the young people to build trusting relationships which give them the confidence and resilience they need to achieve optimistic outcomes.

We are planning on starting with one five bedded property in Exeter called The Globe that caters for young people between the ages of 8 – 18 with emotional and behavioral difficulties who potentially will have suffered traumatic experiences or disrupted attachments. As part of The Globe proposals there would be 3 self-contained apartments for 16 – 18 year olds who are ready for the first step of independent but monitored living to help grow their independence skills before being able to either leave care or move on to supported living establishments. We are then looking to continue to grow the business steadily establishing one home with a stable team before opening the next.

Central and Southern Homes are owned by James and Jeff Jenner who have a successful business and property portfolio. James and Jeff are part of the proprietary board who own and run Magdalen Court School in Exeter which was established in 1990. Magdalen Court School strives to create an environment where each pupil's individual strengths, talents and aptitudes are nurtured and developed. James and Jeff have also opened Kinderkare nurseries which was established in 2002 with childcare experts and great facilities, KinderKare run an outstanding day nursery and they have a drive, passion and vision which revolves around providing the best childcare. James and Jeff have also opened several very high quality supported living homes in Devon and across the country. Both are dedicated to improving the lives of the more vulnerable in society and are motivated by making a real difference to the lives of others.

Central and Southern Homes have employed Chris Riordan as Care Home Manager, Chris comes with a wealth of experience from within children's and adult social care and is moving from a residential college provision where he was the Registered Manager for 21 homes, up to 120 young people and around 250 staff to establish Central and Southern Homes as a leading provider. Chris has been a Registered Manager, General Manager and Quality Assurance Manager among other roles and is excited about this project and for being able to establish a care provider with a clear Ethos, Values and Model of approach designed to support young people to achieve incredible outcomes and make a genuine difference to their lives by providing only the highest quality, evidence based care.

What we can help with

There are currently around 80,000 children looked after in care or away from home. This number is ever increasing leading to significant pressure on councils to be able to find adequate provision for these children. According to a recent study this has led to an increase in children and young people being placed in unregulated care homes and unsuitable providers. There are also many providers who do not operate at an adequate level. Each of these factors contribute to poorer outcomes for care leavers due to continued lack of opportunities and experiences, inconsistent staffing leading to continued disrupted attachments, lack of training and resources for staff and a lack of opportunities, learning and care for the young people.

We understand that Devon County Council in 2018-19 has placed a total of 120 Children in Children's Homes and we also understand that of these 120, 49 were placed within Devon and 71 in other counties. We also understand that this included 37 private Children's Homes within Devon and 68 private Children's Homes outside of the county, and we really want to help and support to be able to keep Children closer to home where this is appropriate and the best thing for them. Of the 120 children in children's homes annually 60 children will be placed in homes at any one time and of these 60, 62% will be located outside of the county highlighting that there is a need to support the County Council to be able to support these children within Devon.

We passionately believe that we can support with easing this pressure by creating consistently high quality environments that Devon County Council have full confidence to place young people in knowing they will be cared for, safe and given the many positive opportunities and experiences leading to the most positive outcomes whether this would be returning home or becoming well rounded, independent young adults. Along with our own

Ethos, Values and Model of approach we will achieve this by actively engaging with the local authority, our regulators, families and all other stakeholders involved. We are looking to grow as a business and will aim to work closely with the Devon County Council as to their needs.

According to a further study carried out by “children and young people now” the Covid 19 pandemic has led to an even greater demand for places in children’s residential care settings leading even to OFSTED fast tracking some applications for new providers to ensure there is enough safe provisions for the level of children and young people who require them. We are hoping although this is a terrible situation these young people may find themselves in that we are able to support by providing warm, caring and safe homes for as many of these young people as possible.

Without over stretching ourselves we are looking to grow and expand working closely with the local authority at all times. Although a private organisation and not Local authority run, as well as our own, we would like to utilise and champion local authority schemes for children in care for example “stand up speak up” we will encourage all young people we support to be part of and participate in this group and encourage the local rep to visit the house to get to know the young people as well as ensuring each young person has an independent advocate. We will also with the engagement of Devon look to incorporate the “the pledge” into our children’s guide or at least signpost towards this scheme.

We will aim to ensure that we as an organisation feedback into the local community economy as much as possible. Sourcing local suppliers, companies and trainers wherever possible and practicable to ensure that we are doing our part to feedback into the local economy. For example we will use Babcock training which is used by Devon County Council to ensure that each member of our team are trained to a high level.

We will also encourage and support the young people that live in our homes to be an active part of the community utilising the excellent central location within Exeter to take part in clubs, activities and voluntary projects that they are interested in and being active members of society. This will support each young person’s growth towards independence but also ensure we are positively contributing to the local area. Over time and once we have established a few homes we will look to create a social enterprise hub, possibly a café or shop for our young people to work in and gain skills and experience and also to give back to the community in some way.

We will actively support and champion Devon County Council Children’s service schemes and take an active part in forums, sharing good practice, skills and knowledge where we can to help other providers and to support with ensuring the highest standards of care practice

possible in the region. We are an ambitious team who want to be forward and outwards facing and we will go above and beyond the norm to ensure positive relationships with all stakeholders while maintaining the highest levels of quality of care at all times.

The Opportunity

Once registered and subject to approval of the Planning Application for the Change of Use by Exeter City Council by mid to late August we will establish ourselves on provider portals and advertise ourselves with our Statement of Purpose and Children's guide clearly setting out our value base and model of approach. The model we will be using to support our young people is called the ROLE Model and will be deeply ingrained into the service ensuring that we are focusing on:

Relational Health – Ensuring the young people can build safe, trusting relationships and attachments.

Optimistic Outcomes – Ensuring we aim high for the young people we care for in terms of what they can achieve.

Loving and Learning – Creating warm, homely, nurturing environments that also support children's development and also always being reflective practitioners.

Enrich and Equip – To make a difference, aim to make lives better and give each child the tools and skills they need to succeed.

This is evidence based, using the principals of trauma informed care and attachment theory and will be the basis of our approach along with the "Recover Together" values which will aim to create an environment for each young person to be able to recover from past trauma's, feel safe and thrive.

We aim to price ourselves competitively and will look to work with Devon County Council and other Local Authorities on this to ensure viability and sustainability for both parties while also ensuring we are able to provide the quality and level of service we are aiming for. Once we begin to get referrals we will then begin to carry out robust assessments. Assessments will ensure that as well as really listening to the views and wishes of the young person and their families we ensure that the young people and any risks they present are suitable for the area and the environment on offer.

Our Children's Home will be for children aged between 8 – 16 but with each referral impact assessments will be carried out to ensure that each young person will fit into the dynamics of the group, the home and the local area limiting any potential risks to a minimum. The Globe will be for a maximum of five young people but we will look to support each additional

referral sensitively and allow time for them to settle in before another joins the home. We are aiming to fill The Globe over a period of nine months to get it to capacity.

We have a robust business plan that shows that by meeting these realistic and achievable targets The Globe will be a viable business. This will then allow us to move on to the next phase of the development which will be opening up three self-contained apartments for 16-18 year olds that focus heavily on supporting each to develop their independence and life skills before leaving care. We will aim to get these young people into voluntary, work experience or work placements or support any education they are accessing. We are again aiming to fill these over a realistic timeframe and we feel that both establishments will be able to positively contribute to the local community while also benefitting hugely from the opportunities the local community has to offer. The weekly fee we will be proposing falls considerably under Devon County Council average as of 2018-19 of £4700 and will still enable us to provide a high quality service and be a viable business.

We are aiming to grow to achieve ten homes in around five years and have a planned approach to doing so. Starting relatively slow over the first two years and at the end of year three having four homes to accommodate eighteen young people. This will then steadily grow to ten homes in year five having scope to support around forty five young people. Each home will have a solid staff team, investment will go into staff training, wages and support to ensure teams remain as stable as possible.

Each home will have its own Registered Manager and Deputy Head of Care along with a House Manager, two Senior Support workers and team of care staff. We believe strongly about having a team with the right ethos and values and that this is invaluable to the way that care is delivered, the outcomes for the young person and the overall success of the business. Creating a supportive environment for the team is a key principal from the ROLE Model and will be a consistent focus. This will allow for high levels of employment opportunities in and around Exeter and Devon with a company who will ensure they are supported and have the opportunity to grow and develop within the social care sector.

Operations

The Globe is on a site which was previously a public house in a relatively quiet central location within Exeter. With the planned conversion and outside space this will allow for a Children's Home that is of the very highest quality. Due to the size of the property and the site as a whole the young people will have the benefit of spacious bedrooms, great kitchen and bathroom facilities and an enormous amount of communal space which will be tailored towards their

hobbies and interests for example a cinema room, IT suite, arts and crafts area and somewhere for them to be able to do their homework. Equally the living space will allow more than enough room for each young person to be able to have space and freedom from the others should they want it. The garden space is also exceptional and leads itself perfectly to outside games and activities and is also enclosed which will be perfect for the young people we are hoping to offer this amazing opportunity to.

With the location the young people will also have the perfect opportunity to easily be able to take advantage of the fantastic resources, clubs and activities Exeter has to offer as well as very easily being able to get further afield for days out.

We aim to support all young people we are lucky enough to support with achieving what they need and hope for and have a clear model of approach to do this. This for one young person could be providing support for a period of time when they need it, helping them or allowing for their families to receive help to get back on track before they return home. For another this could be a long term stay where we can support the young person throughout their childhood to become well rounded, independent young adults.

To support with this and to be able to tailor our services to meet the needs of as many young people as possible in the way which best meets their needs we are also proposing to have three self-contained 16 – 18 units on the ground floor of The Globe, completely separate from the Children's home. These will have a slightly different focus to the Children's home and will have an even greater emphasis on independence skills and work skills as well as continuing to support with their educational provision as well as transition preparations. Part of these transitions will be supporting the transition between children's and adults services in the most supportive and effective way possible.

We feel that this will be of huge benefit for some young people as a stepping stone before leaving care and will hopefully support them to gain jobs within the local community and live independently or potentially going into supported living but either way to be able to provide a positive contribution. We strongly believe that this will allow for more positive outcomes for the young people we support and this will also allow time to achieve a well-planned transition for each young person. We strongly believe that by supporting the young people to achieve these outcomes around work and independence as many young people as possible will then be able to become active members of the local community and positively feedback into society.

Summary

We aim for and hope that The Globe will be the first of Central and Southern Homes properties that creates an opportunity to benefit all stakeholders. First and foremost by providing young people with a safe, caring and nurturing home giving them opportunities and experiences they may otherwise not have had. Also by ensuring the young people once feeling safe and settled in the home and having built trusting relationships are able to achieve outcomes that may not have seemed possible without the high quality support that they will be afforded at The Globe and future homes.

We also hope that this will benefit the local community by supporting young people to stay nearer to their families where this is appropriate. We aim to support the young people to embrace local schemes and those of the County Council to actively feedback and participate in continuously striving to improve the quality of care for young people in the region. Also by taking part in clubs and activities and embracing what Exeter and Devon have to offer these young people.

We hope we are able to support young people to gain the skills, confidence and independence to be able to confidently and positively be able to contribute back into wider society through employment or other avenues and hopefully be able to live independent lives once they move on for those where this is achievable. Always ensuring that wherever the young people move onto their transition is well planned, supported and in their best interests.

We hope to be able to support Devon County Council retain a higher percentage of young people within the region and provide a service that is mutually beneficial in terms of the confidence we would like any placing authority to have in us that the young people will receive only the highest levels of care. While in turn this will enable us to be able to grow and develop as a viable business to be able to offer more and more support as time goes on.

We will create a boost for the local economy in terms of the creation of a number of new job opportunities over the coming years, each new home creating between 10 to 15 new positions with the hope of having ten homes over a period of five years.

We also want to give back to the local community in various ways, potentially with the opening of a social enterprise in time but equally by engaging in local projects, local schemes, sharing best practice and utilising local suppliers for example for training and other supplies. We feel and have every intention to be an asset to the local community, Exeter and Devon as a whole and really want to engage in a positive way to make this a very achievable goal.