

Summary Sheet

Council Report

Overview and Scrutiny Management Board – 2 September 2016

Cabinet and Commissioners' Decision Making Meeting – 12 September 2016

Title

Outcome of the consultation on the proposal for a planned closure of 'Silverwood' and 'Cherry Tree House' Children's Residential Care Homes

Is this a Key Decision and has it been included on the Forward Plan?

Yes

Strategic Director Approving Submission of the Report

Ian Thomas, Strategic Director of Children's and Young People's Services

Report Author(s)

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Ward(s) Affected

All

Summary

- 1.1 Rotherham Council, as a developing 'Child Centred Borough', has a strong resounding ambition to move away from the legacy of poorly performing services to a position of strength and confidence, which is reflected in the intention of the Children and Young People's Services Directorate to be rated as 'outstanding'. In pursuit of this ambition Rotherham Council has reviewed the care offered across the whole of its residential care services for children and young people.
 - 1.2 Rotherham Council's 'Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018' identified that too many of Rotherham's children in care live in residential care and that more children need to be placed in a family based setting. To this end, it is the aspiration of the Council to reduce the numbers of children placed in residential care.
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- 1.3 On the 6th June 2016, a report was presented to the Cabinet and Commissioner Decision Making Meeting where the Commissioner for Social Care approved a targeted consultation with affected stakeholders regarding the proposed closure of Cherry Tree House and Silverwood Children's Residential Care Homes. The relevant report for the Cabinet and Commissioner Decision Making Meeting on 6th June 2016 is referenced as a background paper.
- 1.4 Silverwood is a children's residential care home that provides long-term care for male and female young people with emotional and behavioural difficulties. Silverwood is currently vacant after the last resident moved out in May 2016. The home has an adjacent building (formerly referred to as the Annex) and, at the time of the Cabinet and Commissioner Decision Making Meeting on 6th June 2016, this was retained pending a review of the needs and circumstances of its two residents, who have now moved on in accordance with their changing needs.
- 1.5 Cherry Tree House is a children's residential care home that provides long-term care for male and female young people with disabilities. Cherry Tree House is currently vacant following the departure of the last resident in August 2016.
- 1.6 No new residents have been admitted to either residential home pending the outcome of the Cabinet and Commissioner Decision Making Meeting decision following the conclusion of the consultation process.
- 1.7 Further to the decision made to consult, Rotherham Council has ensured that affected stakeholders have been fully engaged during the consultation period. This commenced on Thursday 9th June 2016 and concluded at 12 noon on Friday 29th July 2016.
- 1.8 This report outlines the robust approach to the consultation and the subsequent outcomes and options based on feedback from a range of key affected stakeholders.

Recommendations

Overview and Scrutiny Management Board are asked to review the report and recommendations detailed below:

- 2.1 That consideration be given to the outcome of the targeted consultation with affected stakeholders.
 - 2.2 That, in accordance with the options appraisal and giving due regard to the feedback elicited from the consultation, the planned closure of both children's homes by the end of December 2016 be approved.
 - 2.3 That the budget transfers outlined in Section 7 be approved.
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List of Appendices Included

- **Appendix 1:** Key Lines of Enquiry
- **Appendix 2:** Silverwood Consultation Feedback Report from Staff
- **Appendix 3:** Cherry Tree Consultation Feedback Report from Staff
- **Appendix 4:** Silverwood Consultation Summary Feedback Report
- **Appendix 5:** Cherry Tree Consultation Summary Feedback Report
- **Appendix 6:** Feedback from all stakeholders
- **Appendix 7:** Silverwood Equality Analysis
- **Appendix 8:** Cherry Tree Equality Analysis

Background Papers

- RMBC Cabinet and Commissioner Decision Making Meeting report 'Consultation on the proposal for a planned closure of Silverwood and Cherry Tree House children's homes and the agreement to the relocation of Nelson Street Leaving Care Service to Hollowgate' (6th June 2016)
- RMBC 'Children's Improvement Plan' (updated version May 2016)
- RMBC 'Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018.'
- Strategic commissioning review of residential care, leaving care services, residential, respite services for children with a disability and homeless provision for young people (redacted version for personal information)
- Sir Martin Narey's independent review of children's residential care in England.

Consideration by any other Council Committee, Scrutiny or Advisor Panel

Yes

Council Approval Required

Commissioner decision required

Exempt from the Press and Public

No

Title: Outcome of the Consultation on the Proposal for a Planned Closure of Cherry Tree House and Silverwood Children's Residential Care Homes

1. Recommendations

- 1.1 That consideration be given to the outcome of the targeted consultation with affected stakeholders.
- 1.2 That, in accordance with the options appraisal and giving due regard to the feedback elicited from the consultation, the planned closure of both children's homes by the end of December 2016 be approved.
- 1.3 That the budget transfers outlined in Section 7 be approved.

2. Background

- 2.1 As part of the Council's ambition to become an outstanding children's services authority, Rotherham Council has reviewed the care offered across the whole of its residential care services for children and young people in order to ensure all those looked after by the Council, who are in need of residential care, receive the best possible care now and in the future. This comprehensive strategic commissioning review of residential care included: leaving care services; residential respite services for children with a disability and homeless provision for vulnerable young people; and was concluded in February 2016. The resultant report outlined a range of recommendations to improve the quality of care and outcomes for children and young people.
 - 2.2 The recent failures of both Woodview and St Edmund's children's homes provided the catalyst; and informed the strategic review of residential care, which gave an opportunity for the re-shaping and transformation of accommodation, care and support services for children and young people in Rotherham.
 - 2.3 Rotherham Council's 'Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018' identified that too many of Rotherham's children in care live in residential placements and that more children need to be accommodated in a family based setting. To this end it is the aspiration of the Council to reduce the numbers of children placed in residential care.
 - 2.4 There are a number of 'requirements' set out in the new Ofsted inspection framework related to sufficiency of accommodation that local authorities have to meet in order to receive a judgement of at least 'good'. In 2014 the Ofsted Inspection in Rotherham raised concerns around sufficiency. *"Looked After children in Rotherham do not receive enough care and they wait too long for permanent homes. Too many children and young people are placed out of borough because there are not enough local placements"*.
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- 2.5 Moreover, having a sufficient range of placements to meet the needs of looked after children makes good economic sense. As is evidenced later in the report, not having enough high quality residential placements is leading to the placement of children in higher cost provision, which meet their needs less well than cheaper local family placements. Rotherham's Looked After children advised:

"We need more Foster Carers living in Rotherham... it gives you more chance to see your family".

"We need the right kind of foster carer... There shouldn't be too many children in one home... Carers need to have good training to understand children's mental health needs".

- 2.6 The Council has recruited a number of dedicated managers in 2015 to support improvements across the residential homes. It is clear that this has returned some improvements however; Ofsted's judgement of declined effectiveness in relation to Silverwood in February 2016 was of particular concern.

- 2.7 In August 2015 Ofsted reported that Cherry Tree, *"was judged, 'Requires improvement' at the full inspection. At the interim inspection in March 2016, Ofsted judged that it has improved effectiveness"*. It should be noted that there was significant additional management resource provided in order to support this improvement. Ofsted stated, *"The reduction in numbers of young people residing here and the recruitment of an external consultant is significantly assisting staff to gain knowledge of individual's needs. It is allowing them time to focus on the two young people living here. Positive changes in this home remain in the early stages. New systems need to embed and members of staff need continued support to develop their knowledge"*.

- 2.8 Within the consultation meetings with staff at both Silverwood and Cherry Tree House it was acknowledged by the staff that the quality of managerial support in recent months had been in stark contrast to their previous experience, which they considered a significant factor in the poor quality of services across the wider residential sector.

- 2.9 The Council currently has three remaining children's residential care homes: Silverwood; Cherry Tree and Liberty House:

2.9.1 Silverwood Children's Home is registered to provide long-term accommodation for up to five young people with emotional and behavioural difficulties. No young people are currently resident.

2.9.2 Cherry Tree House Children's Home is registered to provide long term accommodation for up to five young people with disabilities. No young people are currently resident.

2.9.3 Both Silverwood and the Cherry Tree House have been subject

to a targeted consultation process with affected stakeholders, following the decision taken by Commissioner on 6th June 2016. The consultation period commenced on 9th June 2016 and concluded on 29th July 2016 at 12 noon.

- 2.9.4 Liberty House was judged 'Good' at the full inspection in January 2016. At the interim inspection, Ofsted judged that, "*it has sustained effectiveness. Since the last inspection, the manager and responsible individual have made significant efforts to address the requirements set. The implementation of a robust system for reporting safeguarding issues has clearly defined the process. Additionally, staff training around recording safeguarding incidents has strengthened staff understanding*".

3. Key Issues

- 3.1 The children's residential care consultation in relation to Silverwood and Cherry Tree House coincided with the publication of Sir Martin Narey's report regarding the independent review of children's residential care, 'Residential Care in England' (DfE, July 2016). The inclusion of a reference to Rotherham in the introduction to this important report serves as a stark reminder of the Council's previous widespread and systemic failure to protect vulnerable children and young people and reinforces the importance of the current improvement journey:

"Residential care in England has had a troubled history. As the historical timeline in my introduction outlines, a number of previous government reviews have been commissioned following the appalling abuse of children in residential settings. Both of the Utting Reports and the Warner report were prompted by revelations about abuse and there have been scandals elsewhere in the UK, including that at the Kincora Home in Belfast - exposed in 1980 - and the abuse of children in North Wales, which prompted the Waterhouse Report of 2000. More recently the inadequacies of children's homes in Rotherham and Rochdale and their failure to protect children from sexual abuse has been laid bare by the Times journalist Andrew Norfolk." (Sir Martin Narey, July 2016 page. 4 – 5).

- 3.2 When compared to statistical neighbours, Rotherham has a disproportionately high number of children in care placed within residential settings and needs to place more children in its care within a family based placement. This shift in practice, which Sir Martin Narey refers to in his report mentioned above, has already happened in most other well-performing local authorities. Rotherham now needs to make adjustments in order to avoid an inappropriate overuse of residential care. Rotherham will continue to require *some* residential care provision and access this when it is best suited to meet the assessed needs and circumstances of individual children in its care.
- 3.3 The Children and Young People's Commissioning Team continues to identify and develop commercial relationships with private and voluntary
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sector residential providers, who are able to offer quality residential care which is judged to be 'good' and 'outstanding' and offers value for money options for individual children in care. The Children and Young People's Commissioning Team is already party to framework agreements with external providers working alongside other neighbouring local authorities from within the region.

- 3.4 Those consulted wanted to know what would happen to children and young people if the decision was made to close both Cherry Tree House and Silverwood. Some felt that to close both at the same time could put Children's Social Care in a difficult situation. It was acknowledged that whilst there is a concerted effort by the Council to recruit more Foster Carers, there may not be enough to meet future and potential demand for placements which would result in sending children out of the borough. The Council's Sufficiency Strategy and ongoing work with regard to increasing the number of foster care placements is a key piece of work currently underway, to mitigate this legitimate concern.
- 3.5 The Fostering Service is working to increase its pool of in-house Foster Carers through a range of different strategies to ensure that there are sufficient local family based placements available for children in care. These strategies include:
- Ambitious stretch targets to recruit new foster care households to provide a net increase year on year for the next two years;
 - A review of the criteria to encourage Foster Carers to look after a broader range of children in care. For example, broadening the age range of children in care that Foster Carers are approved to care for;
 - Considered use by the 'Agency Decision Maker' to approve 'exemptions' to allow Foster Carers greater flexibility in specific circumstances to look after additional children in care outside of their approval status;
 - Reviewing the packages of allowances and support for Foster Carers.
- 3.6 The report, 'Outcome of Consultation and Proposed Foster Carers Payments Scheme, Support and Development' recommends the approval and implementation of a proposed foster carer payment scheme with a view to that scheme being implemented in October 2016. The Council is of the view that investment in improving the 'offer' to Foster Carers will help attract additional carers to foster for Rotherham and support the retention and development of existing Foster Carers. It is an important enabler for the Council in meeting sufficiency of placement provision for Looked After Children (LAC) and ensuring that wherever possible this provision is in a Rotherham foster family environment.
- 3.7 A review of the number of placements within the existing cohort of Foster Carers is underway. It is anticipated that some existing Rotherham foster households will be able to increase the number of children they care for and provide an opportunity to increase placements.
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- 3.8 Investment in improving the 'offer' to Foster Carers will help attract additional carers to foster for Rotherham and support the retention and development of existing Foster Carers. It is an important enabler for the Council in meeting sufficiency of placement provision for Looked After Children (LAC) and ensuring that wherever possible this provision is in a Rotherham foster family environment.
- 3.9 The intention is to increase the number of Foster Carers in the local authority, but more importantly, argument placement choice when matching children with fostering families. There are ongoing requirements for the continued supervision of Foster Carers by the fostering service. It is important that this does not diminish, as the proposed scheme will not only rely on increased Foster Carers, but highly skilled Foster Carers, who can access training and development that equips them with the necessary skills and knowledge to meet the needs of children in care.
- 3.10 LAC Council agreed that Cherry Tree House and Silverwood were no longer fit for purpose and should close, but they were concerned as to where the young people would be placed if the homes closed down. The LAC Council didn't want these young people to go away from the Rotherham area as they felt this would be like a punishment for them: *"just because Rotherham doesn't have enough Foster Carers - that isn't the young people's fault"*.
- 3.11 It was suggested that at least one of the homes remains open and is used for very short term and emergency placements and is designed to be like a 'home' environment. One elected member noted *"This home accommodates some of our most vulnerable community members, it is absolutely a necessity that if this closure goes ahead a robust transition is put in place based on the needs of individuals definitely not a financial one"*. Cherry Tree and Silverwood children's homes respond to diverse needs. As there are no young people currently resident transition arrangements do not require consideration.
- 3.12 One Elected Member who responded to the consultation stated, *"that it is the quality of the placement rather than the type of placement that determines successful outcomes for children and young people and on that basis I am opposed to the removal of provision in Rotherham. I am not opposed to the closure of buildings that I have been told are no-longer fit for purpose"*.
- 3.13 Another Elected member stated, *"We need to ensure as a council that services we are offering are fit for purpose, safe and of a standard we would expect for our own family/relatives"*. They added that, *"This children's home [in reference to Silverwood] is totally outdated, not in a safe area and has a very negative reputation. During its history it is seen as a hotspot for ASB, grooming and sadly the young people that reside there are blamed for a lot of the criminal damage in the area. However we should be ensuring that we have alternative services to offer that meet specific needs"*.
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- 3.14 Further consideration about arrangements to undertake initial assessments of older young people at the point of coming into care and for children on the edge of care, will serve to inform important service improvement and development plans within the department. Depending on the Cabinet and Commissioner Decision Making Meeting decision regarding the proposed closure of Silverwood and / or Cherry Tree House, this may then allow for consideration of alternative uses for these homes.
- 3.15 Sir Martin Narey's report is clear with regard to there being a need for residential care; the Council acknowledges the need for outstanding residential care and currently commissions placements from residential providers to meet the needs of those young people who require it. The quality of residential care delivered in Rotherham by the Council has been 'inadequate' and 'failed to protect' as referenced in Sir Martin Narey's report. The performance of Cherry Tree (detailed in Ofsted's finding in August 2015) and Silverwood (detailed in Ofsted's findings in February 2016) challenges the notion that the Council is able to deliver cost effective outstanding residential care at the present time without significant investment. It is of note that both Homes have never been judged 'Outstanding'.

4. Options considered and recommended proposals

- 4.1 Following the Cabinet and Commissioner Decision Making Meeting's decisions on 6th June 2016, the only option considered as part of this report relates to the decision to undertake a targeted and planned consultation on the proposed closure of Silverwood and Cherry Tree House Children's Residential Homes.
- 4.2 The consultation feedback as summarised below indicates that there is a range of opinions and views about the relative merits of keeping one or both residential homes open. Paragraphs 4.3 to 4.16 summarises some of the themes and provides analysis in response to these.
- 4.3 **Cherry Tree - Summary of Consultation Feedback**
The consultation feedback provides strong evidence from staff at Cherry Tree that the placing and matching of children has significantly affected the challenges they faced. Within the staff consultation meetings they were clear that they felt that their strengths lay in the delivery of respite care to children with disabilities rather than the provision of longer term care. It is important to note that many of the skills required are transferrable to both settings. The staff's ability to communicate with children who have disabilities and safeguard children effectively was a key issue raised by Ofsted in August 2015 and March 2016.
- 4.4 Cherry Tree staff commented that placing young people in the private sector within the Borough and out of the authority raised a number of concerns, including: maintenance of standards; costs associated with this and; provision for children with disabilities needing to be local and accessible. The needs of children are always a priority and matching these with
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providers who can offer best outcomes whilst delivering outstanding care is of paramount importance.

- 4.5 It was felt by staff that the challenging behaviour by young people that had been seen at Cherry Tree House was due to the inappropriate mixture of placements and this should have been managed better. This issue has been acknowledged by the management; and whilst additional management resource has been allocated, no further admissions have been approved pending improvements. The training of staff members and their ability to meet children's needs was raised as a significant concern in Ofsted's August 2015 report, when the home was judged as 'Requires Improvement'.
- 4.6 Staff from Cherry Tree queried if Cabinet knew the history of Cherry Tree House as a respite centre. Staff felt that the home worked well when operating as a respite service and not a residential home. Staff also identified that they had no training since 2012 to prepare them for the change in purpose and function of Cherry Tree House. Since August 2015, it has been apparent that the focus of support to this team has been to provide training. There remain concerns about the team's ability to internalise this training and transfer this knowledge to be able to meet the needs of up to five young people at any one time. The members of staff within the consultation have overtly acknowledged that they would not feel able to achieve the aspiration of outstanding care to potentially five challenging young people at any one time.
- 4.7 A local resident commented that the home was not in the right place as it was situated in an "undesirable area" and that the building itself looked "*institutionalised and not homely*". An Elected Member noted that they were not against the closure of buildings that were no longer fit for purpose and another stated that Cherry Tree should close as "*we need to ensure as a council that services we are offering are fit for purpose, safe and of a standard we would expect for our own family/relatives.*" Cherry Tree was refurbished in 2012 however, it is evident from the wide and long corridors that this is not a home that was designed or located with children in mind.
- 4.8 **Silverwood - Summary of Consultation Feedback**
Staff were encouraged to provide a meaningful response during the consultation and felt very strongly that the quality of care delivered by the current team was of a high standard. Their report is attached at appendix 2. Their analysis contrasts with Ofsted's judgment in February 2016.
- 4.9 In February 2016, Ofsted judged the home, 'declined effectiveness', commenting, "*Young people are not kept safe. Although members of staff demonstrate a verbal understanding of child sexual exploitation, they lack the support and experience to transfer this into practice. As a result, the signs of risk are not always identified and acted upon. This does not meet a recommendation set at the last inspection to ensure the home has enough suitably trained staff to meet the needs of young people. Consequently, young people are found in the company of individuals who potentially present a risk. Some young people are often out of the home for significant*
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periods and visit addresses of concern”.

- 4.10 Further analysis from Ofsted stated, *“Young people’s risk assessments in relation to child sexual exploitation are not up to date. Staff members do not have the correct information to enable them to understand young people’s levels of risk. This limits the action taken to keep young people safe. A recommendation requiring the analysis of incidents when young people go missing has not been met. As a result, information has not been effectively collated and therefore has not informed staff practice. For example missing from home risk assessments do not detail individual risks arising from the places they visit. This does not provide staff with the information they need to help find a young person quickly when they go missing”*
- 4.11 Staff members have shared their views regarding allocated expenditure for the refurbishment of the Home alongside the deployment of their Registered Manager and Deputy Manager at other Homes during its history. They make a direct correlation between this and some of the comments made about the home’s failings. The Council has acknowledged that historic management decisions have contributed to the findings of the review into its provision and this has informed the recommendations within this report.
- 4.12 **Key themes in relation to both Cherry Tree and Silverwood**
It was recognised by staff at Cherry Tree and Silverwood that family based placements did benefit young people and there was support for family based provision rather than institutionalised provision for children in care. However, concerns were raised regarding available alternative provision.
- 4.13 As stated at 2.3 of this report, the Council has too many young people placed in residential care. The removal of five placements for children with disabilities and five for children with emotional and behavioural issues is consistent with the Council’s overarching strategy. The imperative to utilise provision when children are in crisis is high and can be counter intuitive to the longer term needs of these young people. Both staff teams within the consultation have made reference to the historic decisions to place young people within the home who have not been suitably matched with other young people already resident. This has resulted in adverse outcomes for all young people resident and often resulted in placement breakdowns.
- 4.14 It is of note that due to the concerns shared by Ofsted and the consequential loss of confidence both homes have been operating at 40% occupancy for a considerable period of time (4 placements). Despite this, the Council has still been able to source alternative provision where needs have arisen.
- 4.15 If the Commissioner agrees to close one or both residential homes, further work would be required to implement a protocol for managing the resulting organisational change in respect of the impact on affected staff. Furthermore it will be important to ensure that future care planning, placement commissioning and service development plans are in place to respond efficiently and effectively to the placement needs of children in care
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going forward.

- 4.16 If the Commissioner resolves to keep one or both residential homes open, a further review would be required to ensure the necessary improvements to deliver an operational model that would provide consistently good leadership, standards of provision, quality of care and value for money. It is anticipated that this would take significant additional time, financial investment and residential leadership and staffing expertise. The future operating models for both Silverwood and / or Cherry Tree House, if they were to remain open, would require a fundamental overhaul, including likely changes to the current 'Statement of Purpose', which would involve consultation with Ofsted.

5. Consultation

- 5.1 Following the Cabinet and Commissioner Decision Making Meeting on 6th June 2016 a short life Children's Residential Care Consultation Group was established. The Children's Residential Care Consultation Group, hereinafter referred to as the group, consisted of relevant Council officers including representative from children's social care, commissioning and residential services together with human resources, communications and legal services. The sole aim of the group was to oversee and facilitate the consultation process with affected stakeholders.
- 5.2 The group met on a weekly basis and established a Communication and Engagement Plan which set out a timeline of events and activities for the duration of the consultation process. This included key milestones and consultation messages for all affected stakeholders. Members of the group established links with affected stakeholders offering a liaison and feedback role to receive, log and respond to any queries throughout the consultation process.
- 5.3 In undertaking the consultation on the proposal for a planned closure of 'Silverwood' and 'Cherry Tree House' Children's Residential Care Homes, the Council has ensured compliance with the Government's Consultation Principles 2016.
- 5.4 The following affected stakeholders were identified as part of the Communication and Engagement Strategy:
- 5.4.1 **Children & Young People / Service Users**
- Young people who were recently placed in either of the two units (including the Annex adjacent to Silverwood), including their Parents (and carers with Parental Responsibility) where appropriate
 - Independent Reviewing Officers (specifically in respect of supporting the young people recently placed in either of the residential homes)
 - Parent and Carer Forum
 - Children in Care Council
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- Young Inspectors
- 5.4.2 **Political & Senior Officer Leads:**
- Elected members, including Ward Councillors, and Cabinet
 - Senior Officers of the Council
- 5.4.3 **Statutory & Voluntary Sector Partners:**
Key partners working with the Council (via Rotherham Local Safeguarding Children's Board)
- 5.4.4 **Local people**
Near neighbours / local residents living in close proximity to both residential units.
- 5.4.5 **Staff**
- Affected residential staff (including domiciliary staff and any agency staff)
 - Staff representatives (e.g.: Trade Unions)
 - Children and Young People's Services Social Care staff
- 5.5 The group agreed key lines of enquiry which were communicated to all affected stakeholders. A summary of the key lines of enquiry are attached at Appendix 1. The key lines of enquiry informed the details of letters, discussions and meetings that were had with affected stakeholders. A consultation feedback template was provided for affected stakeholders to use.
- 5.6 Young people in care who were placed, or had been placed in recent months in Silverwood or Cherry Tree House were consulted via their identified Independent Reviewing Officers, in order to ensure that their views were conveyed by someone who they could trust.
- 5.7 Officers working with both the Young Inspectors and the Children in Care Council facilitated meetings to explore any specific views, wishes and feelings in relation to the proposed closures.
- 5.8 Affected members of staff from each residential children's home were invited to attend a weekly staff consultation meeting throughout the duration of the consultation period. This meeting was facilitated by the 'Responsible Individual' and also attended by various Unison representatives as the nominated Trade Union for affected staff. A representative from the Human Resources department also attended some of the meetings.
- 5.9 All Trade Unions had previously been notified about the proposal to close one or both residential homes at the regular Staff Liaison Meeting chaired by the Assistant Director for Early Help and Family Engagement, before the publication of Cabinet and Commissioner Decision Making Meeting papers.
- 5.10 Notes of each weekly meeting with staff and their Unison representatives were taken by the 'Responsible Individual' and provided to staff as a typed
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record of what was discussed. These notes have not been included as both Silverwood and Cherry Tree House staff have submitted reports detailed at Appendices 2 and 3.

- 5.11 All questions and queries arising from the weekly consultation meetings with staff and their Unison representatives at Silverwood and Cherry Tree House were addressed and answered during the course of the consultation period
- 5.12 **For full feedback, comments and questions raised can be found at Appendix 6*

6. Timetable and Accountability for Implementing this Decision

- 6.1 The consultation period started on 9th June 2016 and concluded on 29th July 2016 which was a week longer than first proposed. The consultation extension was made to allow officers from the group to consult with multi-agency partners from the Rotherham Local Safeguarding Children's Board Executive Group during their scheduled meeting on 28th July 2016.
- 6.2 If the Commissioner resolves to close one or both residential children's homes it is proposed that the closures take place by the end of December 2016. There are no residents currently in occupation so this will not adversely impact on any individual young person.
- 6.3 Additionally, if the Commissioner resolves to close one or both residential children's homes the Responsible Individual, in accordance with Regulation 49 of the Children's Homes (England) Regulations 2015, will give notice in writing to Her Majesty's Chief Inspector of Ofsted within one week of the Decision Making Meeting.

7. Financial and Procurement Implications

- 7.1 If a decision is taken to close both homes a budget realignment will be required to transfer the budget from Silverwood and Cherry Tree to support other looked after children services. The appropriate in-year and full year values will be determined by the Strategic Director Finance and Customer Services once the timings of implementation have been confirmed.

7.2 Do Nothing

The current in-year LAC budget pressure is £1.554m. This annual pressure is projected to rise to £2.966m by 2020/21 if no further action is taken. Table 1 outlines the financial consequences of not implementing the proposed closures.

Table 1: The "As Is" Looked After Children Forecast of Expenditure (£m)

	2016/17	2017/18	2018/19	2019/20	2020/21
LAC Budget	16.393	16.393	16.393	16.393	16.393
LAC Forecast	17.947	18.276	18.630	18.991	19.359
Cost Pressure	1.554	1.883	2.237	2.598	2.966

Table 1 assumptions:

- Based on 444 LAC (August 2016).
- LAC numbers / costs increase by 2% from 2017/18 to 2020/21.
- Projected placement distribution i.e. setting split (OOA, IFA, Fostering in-house, Residential in-house) as per August 2016 level.

7.3 Approve Closure of Silverwood and Cherry Tree Residential Children's Homes

The combined budget for Silverwood and Cherry Tree is £1.221m. This is currently being forecast to be spent in full. If the Commissioner approves the recommendation to close both homes there would be a saving this financial year (from projected costs January to March) and a full year saving of £1.221m in 2017/18. Table 2 outlines the financial consequences of closing Silverwood and Cherry Tree Children's Homes on LAC expenditure.

Table 2: Impact of home closure on LAC Expenditure (£m)

	2016/17	2017/18	2018/19	2019/20	2020/21
LAC Budget	16.393	16.393	16.393	16.393	16.393
LAC Forecast	17.947	18.276	18.630	18.991	19.359
Cost Pressure	1.554	1.883	2.237	2.598	2.966

Closure of Homes (Cost Reduction)	-0.305	-1.221	-1.221	-1.221	-1.221
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Revised Cost Pressure	1.249	0.662	1.016	1.377	1.745
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Table 2 assumptions:

- Based on 444 LAC (August 2016).
- LAC numbers / costs increase by 2% from 2017/18 to 2020/21.
- Projected placement distribution i.e. setting split (Out Of Authority (OOA), IFA, Fostering in-house, Residential in-house) as per August 2016 level.
- 2016/17 cost reduction assumes homes close on or before 31st December 2016.

The revised cost pressure is to be addressed as part of the Looked After Children Sufficiency Strategy which seeks to reduce the number of children in more expensive care settings and allow a realignment of LAC budgets to

secure a balanced budget position by 2020/21 and future financial sustainability.

- 7.4 Any severance costs arising from the recommendations in this report will be funded from Corporate Capital Receipts. Use of Capital Receipts was approved at the Budget Setting Council on 2nd March 2016 for severance payments, due to service reconfiguration to deliver efficiencies and improved outcomes for clients and residents.

8. Legal Implications

- 8.1 In addition to the legal requirements for robust consultation, when the Council is considering proposals to close children's homes the Council has to ensure it complies with its duties under the Equality Act 2010. Under section one of that Act the Council must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage. In addition, under section 149 of the Equality Act the Council must comply with the public sector equality duty which requires it to have due regard to the need to:

8.1.1 Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act

8.1.2 Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

8.1.3 Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 8.2 In dealing with this duty, the Council must have due regard in particular, to the need to:

8.2.1 Remove or minimise disadvantages suffered by persons who share a relevant characteristic that are connected to that characteristic

8.2.3 Take steps to meet the needs of people who share a relevant protected characteristic that are different to the needs of persons who do not share it

8.2.4 Encourage persons who share a relevant characteristic to participate in public life or any other activities where their participation is disproportionately low.

- 8.3 Protected characteristics include disability, age, race, sex, religion or belief,
-

gender reassignment, marriage and civil partnership, pregnancy/maternity and sexual orientation.

- 8.4 Children's Homes are registered with Ofsted, and therefore their activities are regulated. Regulation 49 of the Children's Homes (England) Regulations 2015 requires the responsible individual and/or the registered person, i.e. the children's home registered manager, to give notice in writing to Her Majesty's Chief Inspector of Ofsted as soon as it is practicable to do so if a registered provider proposes to cease to carry on or manage the Home.

9. Human Resources Implications

- 9.1 There are currently 14 members of staff employed on a permanent basis in Silverwood.
- 9.2 There are currently 18 members of staff employed on a permanent basis in Cherry Tree House.
- 9.3 The Council's usual policies and consultations will apply, for example seeking to avoid redundancy through redeployment where possible, if a decision to close one or both of the children's residential homes is taken.

10 Implications for Children and Young People and Vulnerable Adults

- 10.1 There are currently no children or young people placed in either Silverwood or Cherry Tree House Residential Children's Homes. The adjoining property to Silverwood, formerly known as the Annex, is also vacant. No children or young people will be directly affected by a decision to close one or both homes at this point in time. Former residents had already moved elsewhere to alternative placements before, during and after the consultation period as a result of decisions arising from a re-assessment of their individual needs and circumstances rather than as a direct result of the consultation process.
- 10.2 There are currently no plans to admit any new children or young people in care to either home pending the outcome of the Cabinet and Commissioner Decision Making Meeting decision.
- 10.3 Vulnerable adults are not placed in either Silverwood or Cherry Tree House, as these are residential children's homes that are not registered to meet the needs of vulnerable adults.

11 Equalities and Human Rights Implications

- 11.1 The council must comply with its duties under the Equality Act 2010, as set out in section 8 above. In addition, the council has a duty to fully consider the human rights implications for residents, staff and future looked after children.
- 11.2 The Council is legally required to demonstrate that it has given 'due regard' to the aims of the general equality duty. In practice this means that equality
-

considerations are embedded into our decision-making processes and that equality is considered when we are developing key policy - so undertaking an equality analysis of decisions and policy before they are implemented. Equality Analyses are attached at Appendix 7 (Silverwood) and Appendix 8 (Cherry Tree)

12 Implications for Partners and Other Directorates

- 12.1 Multi-agency partners have been notified and invited to contribute to the consultation process. Two separate electronic communications were disseminated via the Rotherham Local Safeguarding Children's Board Business Unit using their communication system which is a well-established way of communicating with partners. Group representatives also attended the Local Safeguarding Children's Board Executive Meeting on 28th July 2016 to address any questions or queries that may have arisen.
- 12.2 Other central services including Legal Services, Human Resources and Communications were fully engaged and represented in the group during the course of the consultation.
- 12.3 Property services have been made aware of the proposal and that one or both properties will need to be secured and that there may be surplus to requirements should the decision be made to close one or both homes. Should the properties be declared surplus they will be transferred into the Land and Property Bank and all property revenue funding relating to these properties will be transferred into this account. Once the future options for the properties have been explored, the vacant property procedure will be followed in order to determine final use.

13 Risks and Mitigation

- 13.1 To continue of the current provision presents the following risks:
 - 13.1.1 Inadequate care being provided to any future children in care who might be placed in either Silverwood or Cherry Tree House children's homes.
 - 13.1.2 That in the event of a further inadequate inspection there could be a forced closure resulting in young people having to move from the home in distressing circumstances.
 - 13.1.3 The financial burden that would be incurred during the period required to bring the provision up to the necessary standard would risk the investments required to support other key elements of the Sufficiency Strategy such as developing 'Edge of Care' provision and enhancing the therapeutic services needed to support permanent alternatives to care for Rotherham's looked after children, such as Adoption and Special Guardianship.
-

13.2 To end the current provision presents the following risks:

13.2.1 Insufficient family based support placements in borough. This risk will be mitigated by the planned increase in foster care placements.

13.3 The risks associated with the closure of the remaining Council's mainstream residential provision relate to concerns that there will be insufficient placement choice for Rotherham's children in care. This risk is mitigated by the other elements set out in the Sufficiency Strategy, including growing the in-house fostering provision, growing and developing the independent fostering market locally to better meet local needs by enhanced commissioning arrangements and similarly, maximising the potential to work with local and nearby providers of specialist residential care so that bespoke arrangements can be commissioned to meet individual needs.

13.4 The Equality Analyses provides analysis and mitigation with regard to the risks associated with job losses at both Cherry Tree House (18 staff) and Silverwood (14 staff) in the event the decision is taken to close either of the homes.

14 Accountable Officer(s)

14.1 Ian Thomas, Strategic Director Children and Young People's Services

15 Approvals Obtained from:

15.1 Mark Chambers, Finance

Luke Ricketts Human Resources

Neil Concannon, Service Manager – Litigation and Social Care, Legal Services

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories>

KEY LINES OF ENQUIRY

Consultation Document - Cherry Tree House

Overview

- Rotherham Council is reviewing its residential care service for young people at Cherry Tree House.
- We want all those looked after by the council to receive the best possible care.
- The council's "Looked-After Children and Care Leavers Placement Sufficiency Strategy 2015-2018" said that too many children in Rotherham live in residential care.
- The Strategy also said that more children need to be in a family-based placement like fostering.
- Cherry Tree House provides long-term care for young people with disabilities.
- Cherry Tree House is able to look after five young people at any one time;
- There is currently one young person living at Cherry Tree House.
- Cherry Tree House was rated as 'Requires Improvement' by Ofsted in August 2015 with 'Improved Effectiveness' following an inspection in March 2016.
- Despite action to improve the service, there is evidence that, in terms of Ofsted, Cherry Tree will struggle to deliver outstanding care for 5 young people.
- It has been decided to consult you as to whether we should close Cherry Tree Children's Home on or before the 30th September 2016.

Timeline

- 7th June 2016 the staff were told that on
 - 6th June 2016 Commissioners' decided that we will begin formal consultation on closing Cherry Tree House from the 09th June to the 21st July (6 weeks)
 - All views must be received by 12 noon on 21st July 2016
 - The Commissioners will consider what everyone says and make a final decision on the 12th of September 2016

What happens next?

- An Officer will visit young people and staff at either weekly or two weekly intervals and you can tell the officer what you think or you can put it into an email
 - For the young person resident he will be supported to access an advocate from the Rights2Rights service who can help communicate his views
 - The Independent Reviewing Officer (IRO) will hold a review to make plans with the young person currently resident.
 - Parents, carers and connected persons of the above; Independent Reviewing Officers; Children's Rights Officer will support the young people this proposal is relevant to
-

- Key partners such as Health, Education and in particular Special Schools with; Police; and Ward Councillors will be consulted.
- 21st of July 2016 all views have to be returned by 12 noon

Timeline regarding Consultation on the Closure of Cherry Tree House Children's Home.

Cherry Tree House Children's Home - Timeline	
06/06/2016	Commissioner decision made on whether to begin formal consultation on the closure of Cherry Tree House.
07/06/2016	Meeting scheduled for Staff at 3:00 pm in the Garden Room at the Town Hall to inform them of the decision made by Commissioner on whether to begin formal consultation on the closure of Cherry Tree House.
09/06/16	6 weeks Consultation begins on the closure of Cherry Tree House.
16/06/2016	Update Meeting scheduled for Staff at 9:30 am to 11:30am with Staff.
23/06/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00pm with Staff.
30/06/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00pm with Staff.
06/07/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00pm with Staff.
12/07/2016	Update Meeting scheduled for Staff at 9:30 am to 11:30 am with Staff.
20/07/2016	Update Meeting scheduled for Staff at 9:30 am to 11:30 am with Staff.
26/07/2016	Update Meeting scheduled for Staff at 9:30 am to 11:30 am with Staff.
28/07/2016	All views to be with the relevant officer, by 12 noon as the Consultation closes.
12/09/2016	Cabinet and Commissioner Meeting to reach a decision regarding the closure of Cherry Tree House Children's Home
13/09/2016	Feedback to Staff on Cabinet and Commissioner decision

- If the Commissioners decide to close the home it will close on or before the 30th September 2016.

Questions for the Consultation to young person resident

1. What is it about Cherry Tree House that has been good
2. What has not been good
3. Where would you like to live

Questions for the Consultation to staff

1. What are your views regarding the plans around the potential to increase the number of family based placements (such as foster care) for children in care?
2. Given Ofsted's findings as well as those recorded within reports to Cabinet what is your view about how the Cherry Tree staff and management could improve the quality of service to children within the timescales required.

3. What are your views about the alternatives you would want the Council to consider?
4. What support requirements would you want the Council to consider?
5. Do you have personal employment or other issues that you wish to raise?
6. What are your views about any unintended consequences of the closure?
7. Have you any additional comments or issues?

Questions for the Consultation to partners

1. Questions 1-3 above
2. What do you consider the impact of the closure will be on your ability to deliver your statutory duty in providing services to children

Replies to the consultation must be received by 12.00 noon on 28th July 2016.

Consultation - Silverwood Children's Home

Overview

- Rotherham Council is reviewing its residential care service for young people at Silverwood Children's Home.
- We want all those looked after by the council to receive the best possible care.
- The council's "Looked-After Children and Care Leavers Placement Sufficiency Strategy 2015-2018" said that too many children in Rotherham live in residential care.
- The strategy also said that more children need to be in a family-based placements like fostering.
- Silverwood Children's Home provides long-term care for young people with emotional and behavioural difficulties.
- Silverwood Children's Home is able to look after five young people at any one time.
- There is currently no young person living at Silverwood Children's Home.
- Silverwood Children's Home was rated as 'Good' by Ofsted in June 2015 with "declined effectiveness" following an inspection in February 2016.
- Despite action to improve the service, there is evidence that, in terms of Ofsted, Silverwood Children's Home will struggle to deliver consistently outstanding care for 5 young people.
- It is important that we consult with you as to whether we should close Silverwood Children's Home on or before the 30th September 2016.

Timeline

- 7th June 2016 the staff were told that on
 - 6th June 2016 Commissioners' decided that we will begin formal consultation on closing Silverwood Children's Home from the 09th June to the 21st July (6 weeks)
 - All views must be received by 12 noon on 21st July 2016
 - The Commissioners will consider what everyone says and make a final decision on the 12th of September 2016
-

What happens next?

- An Officer will visit staff and young people directly affected at either weekly or two weekly intervals and you can tell the officer what you think or you can put it into an email to Jane Davies.
- For the young people resident in the property adjacent to Silverwood Children's Home they can access an advocate from the Rights2Rights service who can support them to share their views
- All relevant professionals, will be informed of this proposal in order that a review to make plans with the young people resident in the property adjacent to Silverwood Children's Home.
- Parents, carers and connected persons of the above; Independent Reviewing Officers; Children's Rights Officer;
- Key partners such as Health, Education; Police; and Ward Councillors to be consulted regarding the proposal.
- 21st of July 2016 all views have to be returned by 12 noon

Timeline regarding Consultation on the Closure of Silverwood Children's Home.

Silverwood Children's Home - Timeline	
06/06/2016	Commissioner decision made on whether to begin formal consultation on the closure of Silverwood Children's Home
07/06/2016	Meeting scheduled for Staff at 2:15 pm in the Garden Room at the Town Hall to inform them of the decision made by Commissioner on whether to begin formal consultation on the closure of Silverwood Children's Home.
09/06/16	6 weeks Consultation begins on the closure of Silverwood Children's Home.
14/06/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00 pm with Staff at Silverwood
21/06/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00 pm with Staff at Silverwood
29/06/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00 pm with Staff at Silverwood
05/07/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00 pm with Staff at Silverwood
12/07/2016	Update Meeting scheduled for Staff at 12:00 pm to 2:00 pm with Staff at Silverwood
19/07/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00 pm with Staff at Silverwood
26/07/2016	Update Meeting scheduled for Staff at 1:00 pm to 3:00 pm with Staff at Silverwood
28/07/2016	All views to be with relevant officer by 12 noon as the Consultation closes.
12/09/2016	Cabinet and Commissioner Decision Making Meeting to reach a decision regarding the closure of Silverwood Children's Home.
13/09/2016	Feedback to Staff on Cabinet and Commissioner decision

- If the Commissioners decide to close the home it will close on or before the 30th September 2016.

Questions for the Consultation to young person resident in the property adjacent to Silverwood.

1. Do you understand the plans around the potential to close Silverwood?
2. What is it about residential staff supporting you that has been positive
3. What is it about residential staff supporting you that has not been helpful
4. What kind of places would you like to see children in care living in
5. What are your thoughts about where you would like to next live.

Questions for the Consultation to staff

1. What are your views regarding the plans around the potential to increase the number of family based placements (such as foster care) for children in care?
2. Given Ofsted's findings as well as those recorded within reports to Cabinet what is your view about how the Silverwood staff and management could improve the quality of service to children within the timescales required.
3. What support or options would you want the Council to consider?
4. Have you any additional comments or issues?

Questions for the Consultation to partners

1. Questions 1-4 above
2. What do you consider the impact of the closure will be on your ability to deliver your statutory duty in providing services to children

Replies to the consultation must be received by 12.00 noon on 28th July 2016.

SILVERWOOD CONSULTATION FEEDBACK REPORT FROM STAFF

This report was submitted for consideration by cabinet by the staff at Silverwood



SILVERWOOD MAINSTREAM RESIDENTIAL

Purpose of the Report

This report provides an overview for the purpose of our Mainstream Children Home/Provision and how this holds value to the young people and families of Rotherham. The key focuses in the report underpins and benchmarks rationales of how Silverwoods residential provisions embrace, support and strive to identify positive outcomes for their most vulnerable young people experiencing emotional and challenging behaviours. Factual figure and tables will demonstrate the effectiveness of varied services provided by Silverwood since 2010, including `Respite`, Shared Care`, `12 week Emergency home`, `Out Reach work in the families homes`, `Semi-Independent service` and a `Long Term provision`, all of which have been introduced to meet the demands and the needs of Young People of Rotherham. References are made to Cabinet/commissioners decision making meetings with clear focuses on `Budgets` and `Statistics` of young people accommodated.

July 2016 – Sir Martin Narey`s Report

Martin conducted a report based on the Prime Minister`s comments to “make sure that our residential care homes are doing the best possible job they can” (not to close them, but to identify improvements)

Martin concludes his report with clearly comments around “an unmet demand for the greater use of children`s homes as part of an initial assessment for older children when first coming into care, and for those on the edge of care. So I see very little scope for reducing our reliance on children`s homes and I am quite clear that to do so would not be in the interests of children”

Martin goes on to highlight the importance of homes and how they are misunderstood, referencing to the views, comments and quotes of young people within the report, who believe that residential provisions have been the success stories for them and without the provision they would have failed. It is actually young people, who have asked for investments and value to maintain homes for the older teenagers, who could not sustain foster placements and have the understanding from professional staff who can use the motto “Today is another day” and not give a 28 day notice as foster placements do when they are met with difficult challenges.

Recommendations based on foster care – Recruit the best Foster Carers with sufficient knowledge on emotional and challenging behaviours. (When enquiring to Rotherham`s

fostering Team for figures for appropriate experienced Foster Carers for young people between the ages of 12yrs and 18yrs, we received silence and a number of 4 was given. This is not sustainable to the immediate needs of young people of Rotherham and a review of residential provision needs to be productive to the needs of the service rather than number crunching)

Martin references to the size of residential homes and recent years recognising reductions to four places. However he goes on to suggest that there's no evidence to suggest a home of three or four places is likely to be any more effective than a home of six or seven and referencing to Lincolnshire county council who is currently supporting Rotherham to make improvements, along with Commissioner Bradwell, they have three 6 bedded properties and one just raised to a seven bedded home all supported by the borough and senior management.

Silverwood Team and Service

Silverwood have been a part of the local community of East Herringthorpe for many years, building positive relationships with the neighbours and local businesses. The home was purposely built and over the years has received improvements to meet the demands of the service delivered.

2014 brought in another interim consultant who identified the need to conduct further improvements and secured £300,000 with Ian Thomas. However, this was never followed through despite architects and builders being put in place. Maybe this would have had an effect on the personal views of Commissioner Bradwell and other cabinet members, when they made comments of the physical environment not being acceptable for modern use. However, Ofsted have always made reference to how homely Silverwood is. Both the Interim Deputy and Interim Manager of Silverwood have visited homes in Doncaster and Lincolnshire and hold personal views that although there is scope to improve Silverwood, the home is a warm and welcoming provision that has constantly been decorated by the hands of staff and young people residing there at that time.

Silverwood have been consistent with a rating of 'Good' and on the verge of 'outstanding'. It was unfortunate in February 2016, Silverwood achieved a 'Good' with 'declining effectiveness' due to an oversight in academic report writing to evidence the practical safeguarding practice that had been put in place. Since this time, there has been extensive training on report writing and the need to recognise and be accountable for all aspects of providing an effective service that meets both the demands of the service and National Minimum Standards.

The current team has been formed since 2007 and holds an array of qualified social workers and qualified care workers, who have managed several changes of the service over the years to meet the demands of our Rotherham young people. The team have been called upon by team managers to step in at a moment's notice to support within the community and relieve pressures and workloads off social workers, with constant praise for our ongoing support. We have worked with partners to close a gap in the service Rotherham provides to young people and opened up the 'Annexe' provision as a 'semi-independent' provision for two teenagers not quite prepared to enter the 'Hollowgate' service. Although the minutes from 6th June 2016 indicate that it is part of the 'Leaving Care' provision, it is actually a service grown from Silverwood to support a 'Step Up' programme to encourage every opportunity for better

outcomes. As stated in Sir Narey's report this 'staying close' provision is something which needs developing and the site of Silverwood would enable this to be done in Rotherham.

Since October 2014, Silverwoods team has been diluted with the removal of the registered manager and one of the deputies to support a sister home and bring them out of an 'Inadequate' rating. During this time, there has been ongoing challenges and changes for both the existing young people and staff which has been managed well with consistent rating from Ofsted of 'Good' and positive outcomes for young people, who have gone on to achieve Apprenticeships, college places, employment, university degrees and successfully had families of their own. Silverwood continue to receive phone calls and visits from ex residents, who all laugh and joke about their experiences within the home, but are all clear with the high level of commitment that was given to them.

When asked if they had been consulted along with existing residents about the consultation, they all have stated that no one has been in contact with them and they were not aware that they could have any form of influence.

Referencing to 'Appendix 1' it is evident that the team embrace the philosophy of the commissioners, that 'children need to be placed in a family base setting' and the table highlights the success of returning young people back to their family home before considering a substitute foster care provision.

Silverwood have worked in partnership with social workers and team managers at times of crisis and have always been held in high esteem and respect when accepting their clients. References made in a recent cabinet meeting suggests that there is lack of confidence from social workers to place young people in Silverwood and the costs are too high. As of the week ending 22nd July 2016, Silverwood have continued to have referrals from team managers and social workers to place their clients and continue to acknowledge that Silverwood is a preferred placement due to the historical positive outcomes of young people previously accommodated. In terms of cost, this is a national issue, which varies from county to county. Silverwood have been disadvantaged and placed into a bracket that indicates individual placements are not cost effective. However, consideration has not been given to senior management's decisions to overrule the registered manager and has blocked the use of beds even in a time of need. Rotherham have seen young people placed outside the 20 mile radius and much further, rather than use empty beds. Thus having further implications on costs and time of social workers, contact arrangements and valuing the six key principles of the 'Child Centred Borough'

Looked After Children and Care Leavers Placement Sufficiency Strategy 2015/18

Following conversations with Rotherham and Lincolnshire's placement team, this report is not a true reflection on costings of placements for young people. The report omits the search process, which can and does exceed a 20 mile radius, which in turn has a huge impact on costings. So where an external home is highlighted as £3,474, this could reach as much as £6,000 plus.

Costing for in house residential is exaggerated due to the decision making of senior managers to close beds and not managing the service to the full potential. Although issues were raised with senior managers in relation to lack of support, inadequate staffing, inappropriate and unsafe placements, no consideration was given to the outcomes and the duty of care to young people placed or staff.

The recent recruitment in 2016 for foster care has identified that weekly payments will raise, which has not been identified on the table and where there is more than two young people in placement, the cost will exceed £1233, with limit support and safeguarding.

Unit costs	Rotherham per week
In house homes	£2,764
External homes	£3,474
In house foster care	£411
External foster care	£938

composition	
In house homes	5%
External homes	8%
In house foster care	55%
External foster care	31%

Referencing to the composition of the external providers, whether residential or foster care. This is a high percentage and the cost alone for social work visits, arrangements for family contact, meetings, stability of education and social awareness/safeguarding needs to be reviewed as soon as possible, especially when Rotherham have had their own work teams in place with beds available to provide a safe, warm and a caring environment. Rotherham should never place a young person out of authority unless a risk assessment identifies huge risk in the area. Again, this is referenced in the Sufficiency plan, Cabinet meetings, Martin Narey report and on going improvement plans for Rotherham as a whole.

Appendix 3 – Identifies costing for a staff team of 10 plus one domestic to manage one sole residential provision at Silverwood. Previous, Silverwood have afforded a staff team of 14, which has been necessary for the varied provisions that have been provided alongside the Annexe provision of semi-independence.

Directorate Objectives: The Lifestyle Survey provides insight into the experiences of children and young people and measures the success of plans to become a Child Centred Borough around six principles:

- A focus on the rights and voice of the child;
- Keeping children safe and healthy;
- Ensuring children reach their potential;
- An inclusive Borough;
- Harnessing the resources of communities; and
- A sense of place.

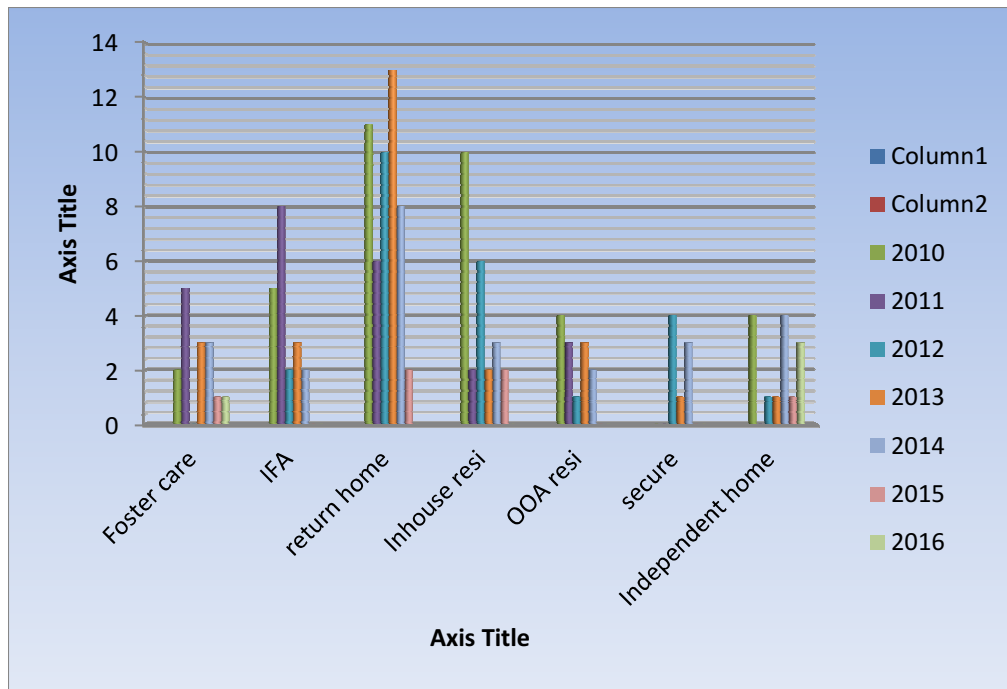
On 6th June 2016, Cabinet Members broadly supported being a Child-Centred Borough, It was also noted that a reduction in funding from central government for public health 'Would' have huge implications and the impact of the already identified budget saving cost of £1.3million required for 2016/17 with potentially further cuts of £423,000 for 2017/18 has already been identified as a measure that needs to be followed up.

Improvement and Developments

- During consultation, there have been ongoing discussions around the future of Silverwood and there has been actions taken to identify mythology to move to outstanding.
- Visits have taken place to provisions in Doncaster to share working practises and to view varied provisions that are needs led. We have worked with senior managers to collate paperwork on an `Edge of Care` Provision and how this can be effective for Rotherham.
- We have worked closely with Residential homes in Lincolnshire, who have recently achieved `Outstanding` from Ofsted and have been providing support around `Social Pedagogy`, as stated in the Martin Narey report.
- We have reviewed the `No Wrong Door` from North Yorkshire council, where we are open to providing a sign posting provision to support positive moves forward to appropriate placements within a timely period.

During Silverwoods consultation period that all Silverwood staff have been involved in from 07.06.16 to 26.07.16, there have been commitment to work together to produce an effective report that hopefully has an impact on decisions made for the future of the young people of Rotherham and a residential service. Historically, it is clear that Silverwood have always being open to change to meet the needs of the service and will continue to do so as a means to raise the attainment of Rotherham's ratings.

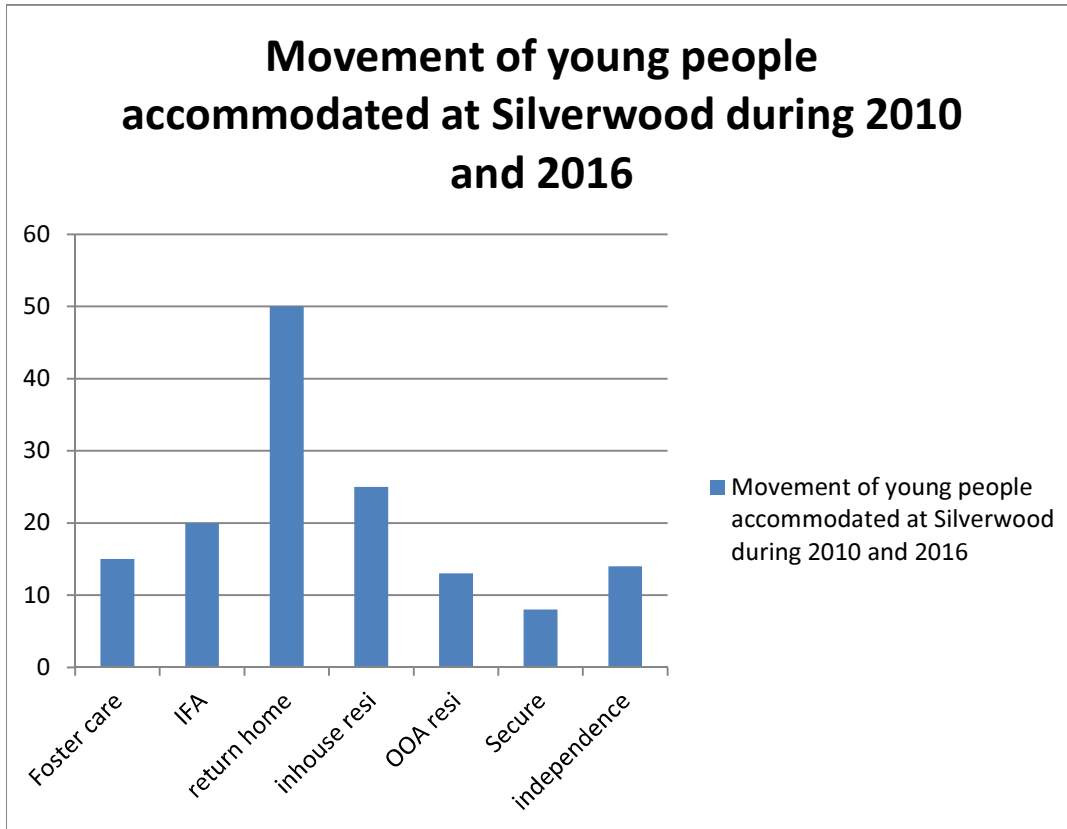
Silverwood are confident that we can and will achieve `Outstanding` within one year.



	2010	2011	2012	2013	2014	2015	2016	Total
Foster care	2	5	0	3	3	1	1	15
IFA	5	8	2	3	2	0	0	20
return home	11	6	10	13	8	2	0	50
In house residential	10	2	6	2	3	2	0	25
OOA residential	4	3	1	3	2	0	0	13
secure	0	0	4	1	3	0	0	8
Independent home	4	0	1	1	4	1	3	14
Yearly total	36	24	24	26	25	6	4	
								TOTAL Y/P = 145

Graph identifying movement of young people for Individual years.

Caring



APPENDIX 3

Costing for staff at Silverwood.				Gross	NI costs	Super Ann
Manager	37hrs	Band J	scale 40	£33,106	£3,456.35	£6,952.26
Deputy	37hrs	Band H	scale 33	£29,033	£2,894.27	£6,096.93
Senior	37hrs	Band G	scale 29	£25,694	£2,433.49	£5,395.74
Senior	37hrs	Band G	scale 29	£25,694	£2,433.49	£5,395.74
Senior	37hrs	Band G	scale 29	£25,694	£2,433.49	£5,395.74
Senior	32hrs	Band G	scale 29	£22,221.84	£1,954.33	£4,666.59
Senior	32hrs	Band G	scale 29	£22,221.84	£1,954.33	£4,666.59
level 2	24hrs	Band F	scale 22	£13,268.76	£718.81	£2,786.44
Level 2	24hrs	Band F	scale 22	£13,268.76	£718.81	£2,786.44
level 2	24hrs	Band F	scale 22	£13,268.76	£718.81	£2,786.44
Domestic	24hrs	Band A	scale 8	£9,581.19	£209.92	£2,012.05
			Total	£233,052	£26,276.72	
10 staff						

CHERRY TREE CONSULTATION FEEDBACK REPORT FROM STAFF

Introduction

Cherry Tree House Children's Home provides a permanent home for young people with disabilities between the age of 10 and up until their 18th birthday. The young people will be unable to continue living with parents/carers or extended family for a variety of reasons and a full time residential home will have been assessed as the most positive option to enable the young person to grow and develop to their full potential.

Cherry Tree House can provide care and accommodation for up to a maximum of five children, of either gender or aged from 10 to 17 inclusive. Up to five children and young people can be looked after at any one time, although the number of young people in residence will be dictated by their needs and the ability of staff to maintain a safe environment and high quality care.

The home can accommodate children with learning disabilities, physical or sensory disabilities or autism and associated communication or moderate behavioural challenges. This is only provided that the mix of young people can be managed safely following careful matching and a clear impact assessment by the registered manager at the point of admission.

Cherry Tree House will consider an extension of care arrangement in line with 'staying put' arrangements beyond a young person's eighteenth birthday if it is felt this meets the needs of the young person, other young people resident and following a full Risk Assessment and where it is part of a clear transitional plan with a specific end date.

Consultation

Cabinet Report agreed on the 26th of May re consultation in relation to the planned closure of Cherry Tree. Purpose of this weekly meeting is to ensure the consultation process engages staff in a meaningful way to inform Cabinet regarding the future of the Home, which will be made on 12/09/16.

In order to fully understand our past and the journey the CTH has been on over the past few years senior managers should be having conversations with young people and staff working there about the service provided and the importance of residential care to young people and their families. Yet this has failed to happen.

We are aware that there are concerns around staff and the service not meeting young people's needs however we are not the 'specialised service' as is the opinion of senior managers and outside support agencies. Young people who have been placed with us were not appropriately matched and were in some cases inappropriately placed at CTH.

The senior management team has changed numerous times within the past 2 years and there has been no consistency in work practice which has impacted on the staff team.

CTH as a result of this has been on a huge journey over the past 2 years and staff are continuing to progress and move forward to improve the service provided for young people. We have years of experience within the staff team, we are supportive of one another and have a never give up attitude to supporting our kids. CTH staff team are dynamic and progressive and we are committed to doing better for the young people we support. We have shown this by being adaptable and accepting of advice when it has been given by multi agency support teams and working with experienced managers recently who have come in to support and guide the team.

IMPROVEMENT PLAN TARGETS.

Undertake a review of the service

Support the Specialist knowledge required to lead and manage the home

Develop a leadership and staff team who are able to interpret and apply the Regulatory and Inspection frameworks

Revise the Homes Statement of Purpose

Review of the staffing arrangements within the home

Develop staff Practice which supports safeguards and protects young people within the home

A review of Staff Training and development to understand skills gaps

Develop a Communications Strategy within the home with all key stakeholders

Increase the visibility and voice of the child

We have shown continuous improvement over the past year and we are continuing to improve our service for children and young people. We received the highest we could at our last interim inspection from Ofsted and it would have been likely that this would have been higher again at the next full inspection.

The implications of closure of the service for the wider community of Rotherham.

- Vulnerable young people who felt safe and secure have been forced to leave their home without being consulted or given a choice of where they go next.
 - Every Child Matters yet Rotherham kids are living out of the Authority.
 - Children will not have continuity of care. May be moved repeatedly if placements breakdown.
 - Children are living away from family out of the Authority and may have reduced contact due to distance. E.g. 1 child has been placed in the Isle of White. This Child is still supported by Rotherham Metropolitan Borough Council and a Social Worker who will be required to visit him. What is the relationship with the worker going to be like? What are the cost implications of this?
 - No other council run residential services in the Borough for young people with additional needs.
 - If foster placements break down, where would the young person be supported? In the past foster placements for our young people have broken down and this support has not been appropriate for our young people who struggle with attachment issues.
 - Parents don't always want their child to be placed in foster care and may struggle with this.
 - Difficulties arranging transport and contact arrangements for families with children out of the Borough.
-

As a staff team we can offer.

- Every child matters – children come first – child centred approach.
- We are a long standing service staff team ranging from 2 years to 20 years.
- We have years of experience within the service bringing many skills, experiences as well as life experiences to offer e.g. cooks, artists, gardeners, DIY. Staff experience from previous jobs such as Disney, Teaching Assistants, Youth Work, Massage therapy, Activity Co-ordinators, Chefs, Adult Care and Transition Services.
- Staff have undertaken many specific training courses and a willingness to undertake further training for the needs of the young people and service.
This has included:- Makaton, Theraplay, Attachment, Life story, Autism awareness, Foetal Alcohol Syndrome, Breaking the Cycle, Social Pedagogy, Team teach, Child Protection and Safeguarding, Moving and Handling, Distance learning courses in Working with People with Learning disabilities, Safe Handling of Medication, All staff are NVQ Level 3 trained or above.
- Staff are experienced in creating and implementing child centred behaviour plans and routines. Staff have supported family and school to adapt and use the plans in different environment.
- Support to young people who are no longer in full time education. Staff have supported x2 young people back into full time education and have home educated x3 young people with Hilltop and Kelford and the Get Real Team.
- We have a proven record of building up positive relationships and trust with families of young people. In the past staff have supported families of young people within their own home at their request when in a crisis to help keep the family unit together.
- Staff have a good understanding of young people wants and needs and adapt to them. Staff have an understanding of matching young people to ensure a more positive and enjoyable experience for all peers.
- Staff work well as an inter-disciplinary team.
- We have had good feedback from the Young Inspectors. They gave Cherry Tree House the highest score for a service. Within their report they said “Over all there are 138 positives and 27 suggestions/findings/issues identified. The number of positives the Young Inspectors found is OUTSTANDING and the most the inspectors have recorded to date. Well Done”
“The positive feedback shows that you are providing XX and XX with a safe and nurturing home by excellent and caring staff”
“This programme manager and the young inspectors co-ordinator commented it’s a shame that only 2 children live at the home when it has a capacity for 5 when there are such excellent facilities and staff”.

Parent of resident Commented “was a different child when with Foster Carers –back to himself now, he is really happy. I can’t speak highly enough of them”

Implications/ comments by staff

- “I will lose a job I love”
 - “What about our kids”
-

- What about the relationships and needs of our children who are being forced to move.
- XX is not happy where he has been made to move too and this is having a negative effect on his behaviour and wellbeing. He has reduced the community activities he does and missed contact with mum.
- RMBC paid for staff to be trained however we are now not being given the opportunity to use these skills to support our children.
- Staff have followed the Ofsted guidelines and have met the requirements set and CTH is now an improving service, yet RMBC are not giving staff the opportunity to continue to improve the service.

What alternatives can we offer? IDEAS

Respite – Short breaks – offered to meet the needs of families to keep family as a unit.

Emergency placement (self-contained flat) for individuals until suitable placement found staffed by Cherry Tree

Transition Unit in the annex CTH for 14 years +,

Transition unit only – 16 – 20 years – no other service currently

Outreach services. Clubs, youth groups, activities

Overnight stays for children who struggle to sleep, to enable families to have a break. Home support and at CTH to help the family unit stay together. Creating support packages and implementing jointly.

Outreach for families and siblings together.

Day respite

Holiday or After school clubs

Maybe as a residential home CTH cannot function due to the size and the needs of children in a long term placement, but as a respite service it could. Matching the young people and the days on a short term basis would be more successful. As has been proven in the past when CTH was a respite service up to 2012? Children were successfully matched together and enjoyed short breaks within a safe and happy environment.

Why is Cherry Tree closing?

Low Bed Usage – Poor or no matching of young people’s needs, managers and higher managers not listening to staff concerns over placements, SLT Management changes.

Ofsted Ratings – CTH has not been given the chance to improve. We have met Ofsted requirements in line with their timescales – it is not possible to improve quicker!

Costs – How much does it cost to place a child out of Authority?

Building restrictions – We acknowledge that CTH is not your normal family home environment. There are Health and safety regulations which need to be followed, for e.g. you wouldn't normally have fire exit signs and extinguishers all over your home or be required to sign in and out each time you leave or enter the building. But we do our best to make it as child focused as we can. Visitors to CTH often comment on the homely feel of the building and the

Move on plans for young people are not considered. It has been the opinion that once a child moves in, they will stay in the residential home until they turn 18 years old. This should not be the case and young people's needs and wants may change and this should be looked at and reviewed regularly to ensure the child needs are being met by the service. The child may outgrow the home or be ready for foster care and it should be ok to encourage this.

Legislation 2.1.1

The Sufficiency strategy states it is a statutory requirement under section 22G of the Children Act 1989 for local authorities to secure, so far as reasonably practical, sufficient accommodation for LAC in their local authority area in order to stay at the same school or near to other family where contact can easily take place. This is called "the sufficiency duty."

No's of kids out of borough? Costs?

No's of kids in Care?

Private homes? Costs?

RMBC have to commission and provide short breaks and residential care within Rotherham but where is it if the homes are closing?

Why our new proposal will be good for Rotherham. Recommendations.

We would ask that the commissioners pause their plans, rethink and consider our proposal for the future of Children's services in Rotherham..... Children's homes are crucial to Rotherham children and families in need of support. AS RMBC states Every Child Matters and therefore they should be provided with a safe and secure service to prevent them from sleeping on the sofa's in Council buildings when they no-where else to go.

Summary at the End

We feel we were not given the gift to change. We were not given the training and support from outside agencies to achieve the ratings which were expected from SLT

When the training was provided the staff team were able to achieve improvements required and we feel if we were given a further 12months we would continue to improve to OUTSTANDING

Martin Narey's report quotes

Children's homes are often viewed as an anachronism, to be used only as a last resort. That is significantly to underestimate the contribution they can make, the stability they can deliver, and the

high quality care they can extend to children who have had terribly fractured lives. I found the children to whom I spoke to be overwhelmingly positive about life in a children's home. Many have a preference for living in a home rather than being fostered. That was the view of the Children's Commissioner, confirmed by the survey she commissioned to support this review.

We as a staff team put the young people at the centre of everything we do and help them to achieve the best outcomes for their future, we hope RMBC feels the same.

Cherry Tree Staff Team

SILVERWOOD CONSULTATION SUMMARY FEEDBACK REPORT

Consultation on the Proposed Closure of Silverwood Key Comments and Frequently Asked Questions

The Consultation Process

Staff at Silverwood wanted to know why a public consultation was not taking place.

The question was also raised if the consultation process was meaningful given recent press articles.

This sentiment was echoed by an elected member who commented “I also believe that the decision has all but been taken and I fail to see the purpose of this consultation.”

Family Based Placements

It was recognised that family based placements did benefit young people. However, the following concerns were raised:

- How many Foster Carers had been recruited within the last 12 months who were trained to support young people with challenging behaviour?
- Were there adequately trained Foster Carers recruited to respond to adolescent children in need?
- What would happen to teenagers with emotional and behavioural difficulties who are hard to place?

An elected member noted “Family based placements are an excellent idea if the correct support was given to those family members trying to deal with some of our most at risk and vulnerable children. A raft of support would need to be offered that also includes the right response out of hours.”

One young person noted that changing Foster Carers is confusing and frustrating and can be upsetting for children and young people.

It was also thought that by removing all in-house provision this could be a false economy as those children and young people who could not be placed with a family would have to be placed outside of the authority/private care which are more expensive.

Reference was made to the Independent Review into residential care by Sir Martin Narey which acknowledge that foster care was not suitable for all children and young people and that there was still a need for residential care.

Out of Authority/Private Placements

The financial implications of out of authority placements were raised with the following questions being asked:

- Do the people of Rotherham know the cost and comparison between out of authority placements and in house residential services?
- What are the costs of residential care for children placed out of authority including the costs associated with social workers visits?
- How realistic is the proposal to close the home given how expensive out of authority placements are and the desire to increase the number of family based placements?

Elected members were (amongst others) also opposed to the complete removal of provision in Rotherham. Whilst it was agreed that family/foster based provision is the best solution for the majority of children and young people it is not appropriate for all and there is still a requirement for Rotherham to provide alternative services that meet specific needs.

These opinions were also shared by the Looked After Children (LAC) Council who agreed that Cherry Tree House and Silverwood were no longer fit for purpose and should close, but they were concerned as to where the young people would be placed if the home closed down. The LAC Council didn't want these young people to go away from the Rotherham area as they felt this would be like a punishment for them: "just because Rotherham doesn't have enough Foster Carers - that isn't the young people's fault."

Staff raised the concern that placing children and young people out of their local environment are at further risk of becoming socially isolated and disassociated.

It was thought that children in care should be placed in/close to Rotherham and sending children out of the borough and away from their families, friends and schools could possibly cause more harm

It was also felt that to remove all provision went against Rotherham becoming a child centred borough and did not take into consideration the Childs Voice where children and young people should be given a choice about where they are placed.

"Rotherham should look to providing residential care as a positive choice for young people in need and ensure that staff are trained, supported and equipped for the task."

The question was also raised around if RMBC had used any lessons learnt from other local authorities who had closed their children's home and if so what were the implications and associated costs? A number of other local authorities had closed and then re-opened their homes

However, one anonymous feedback felt that it was appropriate to close both Cherry Tree House and Silverwood and residential provision should be provided through experienced specialist commissioned or contracted services with a high level of governance and safeguards in place.

Transition Period

Concerns were raised as to what would happen to children and young people if the decision was made to close both Cherry Tree House and Silverwood. It was felt that to close both at the same could put social care in a difficult situation. It was acknowledged that whilst there was a concerted effort by RMBC to recruit more Foster Carers there may not be enough to meet future and potential demand for placements which would result in sending children out of the borough.

Suggestions for alternative provision included:

- At least one of the homes remains open and is used for very short term and emergency placements and is designed to be like a 'home' environment
- A residential unit with dedicated staff or a number of therapeutic placements in Rotherham for young people who are struggling to cope with some of the risks they are facing/involved in
- Specialised limited provision for LAC who cannot be accommodated in foster homes

Silverwood – Fit for Purpose ?

- The cost effectiveness of the service at Silverwood was raised and it was felt that the decision not to place young people in the home had led to the service not being cost effective.
- Staff at Silverwood were very keen to look into the option of offering an Edge of Care Service. It was thought they had the skills and capacity to offer an interim arrangement and this could be developed into a longer term solution. Questions raised around this included:
 - Had a blueprint be developed regarding a proposed Edge of Care service?
 - Had money being redirected/allocated to the home for the proposed Edge of Care service?
 - Would the staff from Silverwood be used if an Edge of Care Service was developed?
- Staff wanted to know what had happened to the money (£300,000) that had been allocated to the refurbishment of the homes. It was felt that if this money had been received a number of the negative comments made about the décor of the home and it being "fit for purpose" would have been invalid.
- Staff raised the issue that a number of key managers and key staff at Silverwood had been deployed elsewhere and this had had a direct impact on the homes poor judgement from Ofsted.

Other

Comments

- What are the intentions are for using/disposing of the buildings and timescales for this? Empty buildings tend to bring social problems and become targets for fly tipping, anti-social behaviour etc.
 - A child centred borough should be led by the needs of children and young people
 - Given the short timescales is it right to place a young person in the home for such a brief period of time?
 - Will staff be supported to apply for other jobs?
-

CHERRY TREE CONSULTATION SUMMARY FEEDBACK REPORT

Consultation on the Proposed Closure of Cherry Tree House **Key Comments and Frequently Asked Questions**

The Consultation Process

Staff at Cherry Tree House and the Trade Union representatives strongly objected to the decision not to go to a full public consultation. It was accepted that families would be consulted but it was felt that in order to ensure a balanced view was reached, the whole community should be consulted. It was felt that media coverage would not be sufficient and could also be inaccurate.

This opinion was also shared by an elected member who commented “I would also expect that as part of this consultation, users, family members and members of the local community have been given an opportunity to participate.”

Cherry Tree House staff also wanted to know why the Young Inspectors report and the work undertaken by ESRO in 2015 had not been included at the Cabinet meeting.

One elected member commented “I also believe that the decision has all but been taken and I fail to see the purpose of this consultation.”

Family Based Placements

It was recognised that family based placements did benefit young people and there was support for family based provision rather than institutionalised provision for children in care. However, the following concerns were raised:

- Where would children go who are not suited to be fostered?
- What would happen with regards to those young people who need placements for the future?
- How many current Foster Carers are there and could they meet the current and potential demand for placements?

Out of Authority/Private Placements

Placing young people in the private sector within the Borough and out of the authority raised a number of concerns, including:

- Maintenance of standards
- Costs associated with this
- Provision for children with disabilities needs to be local and accessible

These concerns were shared by elected members and the voluntary community sector (VCS) who were opposed to the complete removal of provision in Rotherham. Whilst it was agreed that family/foster based provision is the best solution for the majority of children and young people it is not appropriate for all and there is still a requirement for Rotherham to provide alternative services that meet specific needs.

“I find it disturbing (unless absolutely necessary) that we ‘ship’ children and young people outside of the borough”

These opinions were also shared by the Looked After Children (LAC) Council who agreed that Cherry Tree House and Silverwood were no longer fit for purpose and should close but they were concerned as to where the young people would be placed if the homes closed. The LAC Council didn’t want these young people to go away from the Rotherham area as they felt this would be like a punishment for them: “just because Rotherham doesn’t have enough Foster Carers - that isn’t the young people’s fault.”

It was thought that children in care should be placed in/close to Rotherham and sending children out of the borough and away from their families, friends and schools could possibly cause more harm.

It was also felt that to remove all provision went against Rotherham becoming a child centred borough and did not take into consideration the Childs Voice where children and young people should be given a choice about where they are placed.

However, one anonymous feedback felt that it was appropriate to close both Cherry Tree House and Silverwood and residential provision should be provided through experienced specialist commissioned or contracted services with a high level of governance and safeguards in place.

Transition Period

Concerns were raised as to what would happen to children and young people if the decision was made to close both Cherry Tree House and Silverwood.

It was felt that to close both at the same could put social care in a difficult situation. It was acknowledged that whilst there was a concerted effort by RMBC to recruit more Foster Carers there may not be enough to meet future and potential demand for placements which would result in sending children out of the borough,

It was suggested that at least one of the homes remains open and is used for very short term and emergency placements and is designed to be like a ‘home’ environment.

One elected member noted “This home accommodates some of our most vulnerable community members, it is absolutely a necessity that if this closure goes ahead a robust transition is put in place based on the needs of individuals definitely not a financial one”.

Cherry Tree House – Fit for Purpose ?

- The cost effectiveness of the service was discussed and whilst it was recognised that Cherry Tree House had been operating under capacity staff wanted to know:
 - How many children could have been placed at Cherry Tree House but was not and why were parents not given this option?
 - How many children were placed out of authority that could have been in RMBC residential homes and how much has this cost?
-

- How many young people are in private residential care in Rotherham and what are the associated costs?
- How many children had been admitted into care due to not being able to access a short break?
- It was felt that a number of the issues that had been seen at Cherry Tree House were due to the inappropriate mixture of placements and this should have been managed better.
- Staff at Cherry Tree House wanted to know what had happened to the money (£300,000) that had been allocated to the refurbishment of the homes. It was felt that if this money had been received a number of the negative comments made about the décor of the home and it being “fit for purpose” would not have been made.
- Staff queried if Cabinet knew the history of Cherry Tree House as a respite centre. It was felt that the home worked well when operating as a respite service and not a residential home. Staff also identified that they had had no training since 2012 to prepare them for the change in purpose and function of Cherry Tree House. Training had been organised but this had been cancelled due to RMBC cutbacks. Staff wanted to know if there was any chance that Cherry Tree House could return back to being a respite service. It was felt that this worked well then and that staff had the skills to operate a successful respite centre as they did 4 years ago. It was also suggested that this would support RMBC’s strategy of increasing family based placements as Cherry Tree House could offer respite care to Foster Carers. It was also noted that a request had been made to use the annexe next door to Cherry Tree House as it was considered that this would have been a useful addition to the home and would have helped to meet the different needs of the young people. It was felt if the service had been able to utilise more parts of the building it would have been of real benefit.
- A local resident commented that the home was not in the right place as it was situated in an undesirable area and that the building itself looked “institutionalised and not homely”
- An elected member noted that they were not against the closure of buildings that were no longer for purpose and another stated that Cherry Tree should close as “we need to ensure as a council that services we are offering are fit for purpose, safe and of a standard we would expect for our own family/relatives.”

Other

Comments

- Had the Rotherham CSE issue and the Jay report had an impact on the decision to consider closing Cherry Tree House?
- Where are the current residents going to go if the home closes?
- What are the intentions are for using/disposing of the buildings and timescales for this? Empty buildings tend to bring social problems and become targets for fly tipping, anti-social behaviour etc.
- Staff wanted to know what would happen to them once the last resident moved out on the 29th August

FEEDBACK FROM ALL STAKEHOLDERS

CHERRY TREE HOUSE				
Category	Feedback Received	Do you think Cherry Tree House should close?		
		Yes	No	Not Definitive
Cherry Tree House Staff	18	0	18	0
Elected Members	2	1	0	1
Local Residents	1	1	0	0
Parent and Carers	0	0	0	0
Staff	3	1	2	0
Young People: LAC	1	1	0	0
Young People: Residents/Former Residents	2	0	0	2
Young People: Young Inspectors	1	1	0	0
Other	4	1	1	2
Total	15	6	21	5

SILVERWOOD				
Category	Feedback Received	Do you think Silverwood should close?		
		Yes	No	Not Definitive
Silverwood Staff	14	0	14	0
Elected Members	2	1	0	1
Local Residents	0	0	0	0
Parent and Carers	0	0	0	0
Staff	3	0	3	0
Young People: LAC	1	1	0	0
Young People: Residents/Former Residents	1	0	0	1
Young People: Young Inspectors	1	1	0	0
Other	3	1	0	2
Total	25	4	17	4

Question	Response	Subject	Where Question Raised
Does Cabinet know about Cherry Trees history as a respite centre and were they aware that the remit had changed? It was acknowledged, that due to management changes history of Cherry Trees could have been lost		Change of Use at Cherry Trees	Cherry Tree Staff Consultation 23 06 2016
Was there any chance for Cherry Tree to return to respite care? Staff agreed that the home worked well when operating as a respite service and not residential.		Change of Use at Cherry Trees	Cherry Tree Staff Consultation 23 06 2016
Had staff managed to get any statements from families?	Not yet as family on holiday	Consultation Process	Cherry Tree Staff Consultation 23 06 2016
Had the consultation project group made the decision as to whom should be consulted ?	No , this was an internal group which had been set up after the decision had been made to go to consultation and the group was assigned with the task of overseeing the consultation but it had no decision making	Consultation Process	Cherry Tree Staff Consultation 30 06 2016
Is there a more in depth briefing available?	A project group had been set up to oversee the consultation.	Consultation Process	Cherry Tree Staff Consultation 16 06 2016
Objection to the decision not to go to public consultation. Media coverage would not be sufficient and this was further evident in that recent media coverage had been inaccurate.		Consultation Process	Cherry Tree Staff Consultation 16 06 2016
Unison branch secretary would be consulted to see if it would be possible for the union to undertake a public consultation		Consultation Process	Cherry Tree Staff Consultation 16 06 2016
What about the views of parents whose children accessed Liberty House short breaks service ? Consultation should be extended to include more than just the forum for parent carers.		Consultation Process	Cherry Tree Staff Consultation 16 06 2016
What are the timescales for the consultation ? Consideration should be given to the length of the consultation. This is a 6 week consultation from 08/07/2016 and should be 6 weeks from that date.	Timescales have not changed as a public consultation will not be taking place.	Consultation Process	Cherry Tree Staff Consultation 12 07 2016
What/how was the decision made not to go to public consultation?		Consultation Process	Cherry Tree Staff Consultation 30 06 2016
Who can statements be taken from?	People in the community who have a view can share their testimonies	Consultation Process	Cherry Tree Staff Consultation 23 06 2016
Who made decision and when the decision was made to go to public consultation?	There was no decision. This was a communication error associated with the Chief Executive's Staff Briefing dated 8 th July 2016. There is no public consultation. The Chief Executive personally clarified the situation at a meeting with Trade Union representatives on the 14 th July 2016.	Consultation Process	Cherry Tree Staff Consultation 12 07 2016
Why had the project group decided not to include a public consultation? The public might have a child who does not require residential care now but may require this service in the future	It was felt that all appropriate parties and relevant stakeholders were being consulted	Consultation Process	Cherry Tree Staff Consultation 16 06 2016
Why was a public consultation not taking place? Accepted that families would be consulted but in order to ensure a balanced view the whole community should be consulted.	This was a targeted consultation and therefore was not open to a public consultation. Media coverage would enable community members to be kept informed.	Consultation Process	Cherry Tree Staff Consultation 16 06 2016
Would a previous resident be consulted? The resident did not want to leave and didn't understand why he did		Consultation Process	Cherry Tree Staff Consultation 16 06 2016
Had the Rotherham CSE issue and the Jay report had an impact on the decision to consider closing Cherry Tree House ?		CSE and Jay Report	Cherry Tree Staff Consultation 16 06 2016
Could respite care at Cherry Trees be offered to foster parents?	Silverwood did use to provide a service to enable families to go on holiday as respite but RMBC realised that they were paying twice and the service was stopped.	Foster Care/Family Based Placements	Cherry Tree Staff Consultation 23 06 2016
Is it about the home or the building ?	Not down to a single issue	Home or the Building	Cherry Tree Staff Consultation 16 06 2016
Was the decision to close Cherry Trees due to inappropriate matching and the placement of young people into Cherry Tree House ?		Incorrect Placements	Cherry Tree Staff Consultation 16 06 2016

Who was responsible for matching children to the home ?	GB replied that they did but the dynamic changed when the home changed their function and became a long term residential home	Incorrect Placements	Cherry Tree Staff Consultation 16 06 2016
Who was responsible for matching children to the home ? Inappropriate mixture of placements had led to the issues seen at Cherry Tree House.		Incorrect Placements	Cherry Tree Staff Consultation 16 06 2016

Is Liberty House big enough to support all children with a disability?	There is a waiting list for Liberty House	Liberty House	Cherry Tree Staff Consultation 23 06 2016
What are the plans for Liberty House?	There are currently no proposals with regards to Liberty House	Liberty House	Cherry Tree Staff Consultation 23 06 2016
What is the impact of Cherry Trees being attached to Liberty House?	There are no plans for the building	Liberty House	Cherry Tree Staff Consultation 06 07 2016
What happened to the money (£300.00) that had been allocated to the refurbishment of the homes ?		Money for Refurbishment	Cherry Tree Staff Consultation 16 06 2016
What is the upstairs area in Orchards Centre being used for?	No plans with regards to the use of the building in the event of the home closing	Orchard Centre	Cherry Tree Staff Consultation 30 06 2016
How many children are currently placed out of the authority within the private sector?		Out of Authority Placements	Cherry Tree Staff Consultation 06 07 2016
How many children could have been placed at Cherry Tree but was not and why were parents not given this option ?		Out of Authority Placements	Cherry Tree Staff Consultation 16 06 2016
How many children were placed out of authority who could have been in RMBC residential homes and how much has this cost ?		Out of Authority Placements	Cherry Tree Staff Consultation 16 06 2016
What are the number of young people currently placed in placements outside Rotherham Borough boundary and the associated costs?		Out of Authority Placements	Cherry Tree Staff Consultation 12 07 2016
What are the number of young people in private residential care in RMBC and the associated costs.	The average cost for independent residential is £3,521 per week and for independent fostering it is currently £890 per week. These figures include placements across all categories. The equivalent for in-house residential provision is £2,889 per week	Private Residential Care	Cherry Tree Staff Consultation 12 07 2016
Can a petition be started ?	Yes, this would offer additional supporting evidence	Public Response	Cherry Tree Staff Consultation 23 06 2016
Have schools being approached about the closure ?	They will be	Public Response	Cherry Tree Staff Consultation 23 06 2016
What should staff say when asked about closure?	Advised response should be that they are subject to a consultation on the proposed closure of the home	Public Response	Cherry Tree Staff Consultation 23 06 2016
Where are the current residents going to go if the home closes ? Out of borough residential costs is £28,000 per week		Relocation of Current Residents	Cherry Tree Staff Consultation 16 06 2016
As well as producing a report could staff make a personal representation to Cabinet and Commissioner	There is provision for public questions at the start of the Cabinet and Commissioners Decision making meeting. It is only an opportunity to ask questions, not a formal address to the meeting. Staff attending to ask questions will be regarded as members of the public and will have to the rules on public questions, these rules are set out in the Executive Procedure Rules.	Representation to Cabinet	Cherry Tree Staff Consultation 23 06 2016
How many children had been admitted into care due to not being able to access a short break?		Respite Care	Cherry Tree Staff Consultation 23 06 2016
Were there any plans to use the space made available due to the disability family support team moving to Kimberworth Place ? This indicated that it looked like a closure was inevitable if services were already moving out of Cherry Trees	There were no plans for Liberty House to move location	Space at Cherry Trees	Cherry Tree Staff Consultation 23 06 2016
Would the annexe next door to Cherry Trees be used ? Staff had previously asked if they could utilise this space as it would be a useful addition to the home and help to meet the different needs of the young people. If the service had been able to utilise more parts of the building it would have been of real benefit and could make a difference to the future.	Staff should pose this question in their official representation and query capacity for growth by using more areas of the building.	Space at Cherry Trees	Cherry Tree Staff Consultation 23 06 2016
What was the letter that had been sent to staff in the post?	Due to the media being in contact with the homes the letter was to remind staff about RMBC's code of conduct.	Staff Code of Conduct	Cherry Tree Staff Consultation 23 06 2016

Had staff had any further thoughts on how to progress their case to influence the decision for Cherry Tree to stay open ?	It was agreed that the document need to be balanced and reflective and that it should recognise the areas that they could learn from and offer solutions and ways forward on what could work if the home remained open. It was noted that staff needed to personalise their thoughts to ensure the report was meaningful and that staff needed to find time to pull the report together as the timescales were tight. Any submission needed to include how the team would propose to take the service forward and how they could influence the decision. Proposing that the home stays open on its own merits would not be enough, staff would need to consider how they could deliver an effective service.	Staff Representation	Cherry Tree Staff Consultation 23 06 2016
Did the team think they had the skills to operate a respite home ?	Staff agreed that they did and that 4 years ago this is what they did.	Staffing	Cherry Tree Staff Consultation 23 06 2016
What training had staff had since 2012 to prepare them for the change in purpose and function of Cherry Trees?	Nothing, a lot of training had been cancelled due to cutbacks.	Staffing	Cherry Tree Staff Consultation 23 06 2016
What will happen to staff once the last resident moves out on the 29th August 2016?	Specific plans will be developed in order that there is clarity about roles whilst the home has no young person resident	Staffing	Cherry Tree Staff Consultation 20 07 2017

What other services would the Council offer if a decision is made to close Cherry Trees?	Information on RMBC finding the right place at the right time for young people is included in the Sufficiency Strategy which is available online. This identifies an increased focus on families and foster care and keeping young people at home.	The Future	Cherry Tree Staff Consultation 23 06 2016
What would happen with regards to those young people who need placements for the future? There is evidence of young peoples placements breaking down when in foster care		The Future	Cherry Tree Staff Consultation 16 06 2016
Where would children go who are not suited to be fostered?	They would still go to children's homes, these would be in the private sector but it was agreed that RMBC would need to ensure that standards are still maintained	The Future	Cherry Tree Staff Consultation 23 06 2016
Why doesn't RMBC use council houses which are boarded up instead of using the private sector?		The Future	Cherry Tree Staff Consultation 23 06 2016
Request to change timeline of consultation. Unison would be request a change to the timescales due to the lack of Trade Union involvement.		Trade Union Consultation	Cherry Tree Staff Consultation 16 06 2016
Why had Unions not being invited to the consultation? Unions had not been given the opportunity to be consulted prior to the paper being submitted and RMBC should now go back a step as it does not meet the requirements of how Unison should be involved	Unite, Unison and GMB were informed of the Councils decision to go to consultation at a meeting on the 07/06/2016 and that a union representative had been in attendance at a meeting with Shokat Lal on the 07/07/2016 when staff were informed. A list of stakeholders who were in scope for the consultation had also been provided at this	Trade Union Consultation	Cherry Tree Staff Consultation 16 06 2016
Why hadn't the Young Inspectors report and the work undertaken by ESRO in 2015 being included at the Cabinet meeting?	Unison responded that it would be their role to ensure these reports would be highlighted.	Young Inspectors Visit/ESRO	Cherry Tree Staff Consultation 16 06 2016

Question	Response	Subject	Where Question Raised
What date will the report be published?	The report will be published on the RMBC Intranet on the 04/08/2016	Cabinet Report	Silverwood Staff Consultation 26 07 2017
Who would be presenting the report to Cabinet and Commissioner and would they be adding their own views?		Cabinet Report	Silverwood Staff Consultation 26 07 2017
Will staff be able to see the report before it is issued to DLT/SLT/Commissioners?	The final report on the consultation to Cabinet and the Commissioner would not be available to staff prior to it being published	Cabinet Report	Silverwood Staff Consultation 12 07 2016
Will the report be public or private?	The report will be Public	Cabinet Report	Silverwood Staff Consultation 26 07 2017
Will the report cover both Cherry Trees and Silverwood? Staff felt that the homes were very different with different facilities and should not be lumped together	The final report on the consultation to Cabinet and the Commissioner would combine the findings from the consultation on both Cherry Tree and Silverwood but the report will ensure that there is explicit reference to each home within the same report.	Cabinet Report	Silverwood Staff Consultation 12 07 2016
Can staff have a private meeting with Commissioner	Union representation would need to approach Democratic Services to request this	Commissioner Meeting	Silverwood Staff Consultation 20 07 2017
Have social workers been consulted?	How many Foster Carers had been recruited within the last 12 months who were trained to support young people with challenging behaviour?	Consultation Process	Silverwood Staff Consultation 26 07 2017
Is the consultation meaningful given the reports in the press that the home was closing?	Were there adequately trained Foster Carers recruited to respond to adolescent children in need ?	Consultation Process	Silverwood Staff Consultation 14 06 2016
Why was a public consultation not taking place?	There is no public consultation. The Chief Executive personally clarified the situation at a meeting with Trade Union representatives on the 14th July 2016.	Consultation Process	Silverwood Staff Consultation 05 07 2016
Would the report submitted to the Cabinet and Commissioner Bradwell include the cost effectiveness of the service? It was felt that the decision not to place young people in the home had led to the service not being cost effective	Financial Information is contained within the final report	Cost Effectiveness of Service	Silverwood Staff Consultation 21 06 2016
Given the short timescales is it right to place a young person in the home for such a brief period of time ?	Some young people could still benefit from a short term placement at Silverwood. Silverwood had been used to provide emergency placements to cover short term arrangements and was also a good place to support young people to a position to transition into foster care.	Current Placements	Silverwood Staff Consultation 14 06 2016
Could Silverwood offer an interim arrangement to deliver an edge of care service?	Young people still remain within the property adjacent to Silverwood and limited staffing numbers meant that the team would be unable to deliver an interim Edge of Care service at the present time.	Edge of Care Service	Silverwood Staff Consultation 14 06 2016
Had a blueprint be developed regarding a proposed Edge of Care service?	No	Edge of Care Service	Silverwood Staff Consultation 14 06 2016
Had money being redirected/allocated to the home for the proposed Edge of Care service?	No	Edge of Care Service	Silverwood Staff Consultation 14 06 2016
Would Ian Walker be visiting as he had supported Doncaster to develop an Edge of Care service?	The Head of Service for Children in Care met with both Silverwood and Cherry Tree Staff at one of the Consultation Meetings scheduled	Edge of Care Service	Silverwood Staff Consultation 21 06 2016
Would the staff from Silverwood be used if an Edge of Care Service was developed?	In the event that an Edge of Care service was operational the Council would recruit staff as per its policy and procedures	Edge of Care Service	Silverwood Staff Consultation 14 06 2016
How many Foster Carers had been recruited within the last 12 months who were trained to support young people with challenging behaviour?		Foster Care/Family Based Placements	Silverwood Staff Consultation 21 06 2016
Were there adequately trained Foster Carers recruited to respond to adolescent children in need ?		Foster Care/Family Based Placements	Silverwood Staff Consultation 05 07 2016

Had RMBC used any lessons learnt from other local authorities who had closed their children's home and if so what were the implications and associated costs? A number of other local authorities had closed and then re-opened their homes	No	Lessons Learnt	Silverwood Staff Consultation 21 06 2016
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When would the head of service (CiC) be visiting the home	The Head of Service for Children in Care met with both Silverwood and Cherry Tree Staff at one of the Consultation Meetings scheduled	Management Visit	Silverwood Staff Consultation 21 06 2016
Would senior managers be visiting the team?	No, delegated responsibility was given to the Service Manager or Residential who was supported at one of the Consultation Meetings by the Head of Service for Children in Care	Management Visit	Silverwood Staff Consultation 21 06 2016
What happened to the money (£300.00) that had been allocated to the refurbishment of the homes ? If this had been invested then the negative comments about the home being unfit for purpose would be invalid		Money for Refurbishment	Silverwood Staff Consultation 26 07 2017
What happened to the money that had been allocated to the refurbishment of the homes?		Money for Refurbishment	Silverwood Staff Consultation 21 06 2016
Are the Ofsted reports available online?	Yes they available online but reports from June 2015 and February 2016 would be distributed via email	Ofsted Reports	Silverwood Staff Consultation 14 06 2016
Do the people of Rotherham know the cost and comparison between out of authority placements and in house residential services?	Financial Information has been provided to staff, the public are able to access Council reports on the relevant web site	Out of Authority Placements	Silverwood Staff Consultation 14 06 2016
How many children in care were placed out of the authority and where were they?	This information was provided to staff and the Union on the 27/07/2016	Out of Authority Placements	Silverwood Staff Consultation 05 07 2016
How realistic is the proposal to close the home given how expensive out of authority placements are and the desire to increase the number of family based placements?		Out of Authority Placements	Silverwood Staff Consultation 14 06 2016
What are the costs of residential care for children placed out of authority including the costs associated with social workers visits ?	This information was provided to staff and the Union on the 27/07/2016	Out of Authority Placements	Silverwood Staff Consultation 05 07 2016
Will RMBC be commissioning the private sector to provide residential care?	This would depend on the outcome of the Commissioner decision	Private Residential Care	Silverwood Staff Consultation 21 06 2016
As well as producing a report could staff make a personal representation to Cabinet and Commissioner Bradwell?	Information has been provided to staff on raising questions to Cabinet, also Officers have explained that speaking to the Commissioner	Representation to Cabinet	Silverwood Staff Consultation 05 07 2016
Can staff be retrained in Social Pedagogy? This had been agreed in the past but had never taken place	Following the outcome of the Commissioner decision the service manager will review the training arrangements for all staff	Staffing	Silverwood Staff Consultation 20 07 2017
Could staff compile a report that could be used as part of the final representation to Cabinet?	Yes	Staffing	Silverwood Staff Consultation 14 06 2016
Was the strategic director of children and young peoples services aware that managers and key staff had been deployed elsewhere? Staff felt that this had had a direct impact on the homes poor judgement from Ofsted.	There are clear reporting lines with regard to staffing	Staffing	Silverwood Staff Consultation 14 06 2016
Were staff looking at the outcomes of former residents in order to evidence the success they had? Evidencing positive outcomes for young people is information that should be highlighted.		Staffing	Silverwood Staff Consultation 21 06 2016
Were staff seeking the views from social workers who had placed children at the home in the past?	Positive comments from 3 social workers about the quality of the home had been received	Staffing	Silverwood Staff Consultation 21 06 2016
Will staff be supported to apply for other jobs?	Staff would be expected to discuss with managers arrangements for taking time off to attend interviews for other jobs. The Head of Service confirmed he would support attendance and HR agreed that staff would not be expected to take annual leave	Staffing	Silverwood Staff Consultation 29 06 2016

Councillor	Home	Feedback	Subject
	Cherry Tree House and Silverwood	What are the intentions are for using/disposing of the buildings and timescales for this. Empty building tend to bring social problems and become targets for fly tipping, anti-social behaviour etc.	Use of Building
		It is the quality of the placement rather than the type of placement that determines successful outcomes for children and young people and on that basis I am opposed to the removal of provision in Rotherham, I am not opposed to the closure of buildings that I have been told are no-longer fit for purpose	Out of Authority Placements
		Foster/family based provision is not appropriate for all children and I would like to see quality residential provision in Rotherham, I find it disturbing (unless absolutely necessary) that we 'ship' children and young people outside of the borough.	Foster Care
		A child centred borough should be led by the needs of children and young people	Child Centred Borough
		I also believe that the decision has all but been taken and I fail to see the purpose of this consultation	Consultation Process
	Cherry Tree House	Cherry Tree should close. We need to ensure as a council that services we are offering are fit for purpose, safe and of a standard we would expect for our own family/relatives. However we should be ensuring that we have alternative services to offer that meet specific needs.	The Future
		I would also expect that as part of this consultation, users, family members and members of the local community have been given an opportunity to participate	Consultation Process
		This home accommodates some of our most vulnerable community members, it is absolutely a necessity that if this closure goes ahead a robust transition is put in place based on the needs of individuals definitely not a financial one.	The Future

Silverwood	<p>Silverwood should close. This children's home is totally outdated, not in a safe area and has a very negative reputation. During its history it is seen as a hotspot for ASB, grooming and sadly the young people that reside there are blamed for a lot of the criminal damage in the area.</p>	Pro Closure
	<p>I totally feel there needs to be a residential unit with dedicated staff or a number of therapeutic placements in Rotherham for young people who are struggling to cope with some of the risks they are facing/involved in.</p>	The Future
	<p>Family based placements are an excellent idea if the correct support was given to those family members trying to deal with some of our most at risk and vulnerable children. A raft of support would need to be offered that also includes the right response out of hours</p>	Foster Care/Family Based Placements

Name	Home	Feedback	Subject
	Cherry Tree House	Cherry Tree did not look like a Home fit for children, it looked too institutional and not homely. Work could be done to improve the grounds and make them more child friendly such as increasing the garden and adding a sand pit, a little more effort would improve the environment for the children a lot.	Cherry Tree House Negatives
The play area for the children was small and was too close to the nearby road.		Cherry Tree House Negatives	
You spoke about your experience of being adopted and said that you thought children were better in families.		Family Based Placements	
The home was not located in the right place as it was situated next to an undesirable area. A number of the residents living locally had difficulties with managing their alcohol use and had poor mental health.		Local Environment	
The whole area was the wrong mix of needs explaining that there was a lot of illegal drugs being used in the area and needles had been seen by the fencing which could be dangerous to children		Local Environment	
What would happen if the Home were to close		Use of Building	

Name	Home	Feedback	Subject
Residential Care Worker	Cherry Tree House	No to closure. I feel there is a need for the service and I am concerned what other provisions are available for the young people	Against Closure
Children's Social Care: Team Manager	Cherry Tree House	No to closure. I think that provision for children with disabilities needs to be local and accessible to families. These children are particularly vulnerable.	Local Provision for Children with Disabilities
Children's Social Worker	Cherry Tree House	Yes to closure. Children and young people can be looked after in a family environment and feel less institutionalised	Family Based Placements
Children's Social Care: Team Manager	Silverwood	No to closure. I believe strongly that local authorities should have some, specialised albeit limited, residential provision for LAC children who cannot be accommodated in foster homes. I further believe that children accommodated in residential care are some of the most vulnerable children in our society, research would support this view and rather than reactive closing of local establishments, I think the LA should have a strategic response.	Local Authority Residential Provision for LAC
		Many inherent problems with residential care is that the staff are often not 'qualified' for the immensely difficult task of caring for groups of traumatised and usually challenging young people. Children moved to out of city placements are at further risk of becoming socially isolated and disassociated. It is my view that RMBC should look to providing residential care as a positive choice for young people in need and ensure that the staff are trained, supported and equipped for the task.	Staff Support and Training
		Could RMBC do its own research into what has worked for LAC children in residential care?	Benchmarking
Children's Social Worker	Silverwood	No to closure. Teenagers with emotional and behavioural difficulties are hard to place. There is no guarantees that should a young person need to be accommodated at short notice that there would be any in-house provision available to them due to a shortage of in-house carers. This would lead to the use of more costly independent placements being used. The young persons behaviours could lead to placement breakdown. In residential units there are more carers to share responsibility.	Family Based Placements
		Where would the placements come from because there is a shortage of in-house Foster Carers. It would create false economy if expensive independent carers are used.	Shortage of Foster Carers

Residential Care Worker	Silverwood	I feel the service is required. if agree foster care should be explored for young people in the first instance but, foster care does not work for all young people. Silverwood have provided an excellent service and are currently rated Good with OFSTED. If Silverwood does close then there will be no mainstream residential provision in Rotherham, therefore meaning if a young person does need Residential then they will be placed out of area.	Out of Authority Placements
		if agree this should be explored in the first instance but as the Independent Review into residential Care by Sir Martin Narey acknowledges, Foster care does not work for all young people and there is a role for residential homes.	Family Based Placements

Name	Home	Feedback	Subject
A	Cherry Tree House	<p>A' liked the following at Cherry Tree House:</p> <ul style="list-style-type: none"> • "Ball pool". • "TV in lounge, dining room and bedrooms". • "Staff in general". • "Cooking / baking". • "Arts and crafts". • "Den". • "Sensory room". • "Rabbits – what is going to happen to them?" • "Went on trips – Cleethorpes and Filey". • "Allotment". 	Cherry Tree House Positives
		<p>'A' thinks Cherry Tree House should close because of the following:</p> <ul style="list-style-type: none"> • "The serving hatch - we should have cooked our own meals" • "Could have improved on the garden because of the ramp leading to the decking." • "The decking could have been taken up and made into a flower bed". • "Playground equipment needed changing". • "Weren't much fun stuff to play with". • "The fencing should be taken down". • "Quite small." (The placement is quite small in relation to where Ryan is living now). <p>If the above changes were made, 'A' feels that Cherry Tree House should remain open.</p>	Cherry Tree House Negatives

B	Cherry Tree House	<p>B' is a young person who lives at Cherry tree. Information was shared with him that Cherry tree may close and that the plan for him was to live elsewhere. 'B' communicates using alternative methods. He was unable to express a view directly about the proposal to close, but he expressed a level of anxiety and manifested through anxiety base behaviours after this was discussed with him by his SW on 20.7.16. He did express he was willing to go and view his new placement with a key worker. 'B' was visibly affected by the news that Cherry tree may close, and he has displayed a level of distress and anxiety around this as he has become upset when he leaves cherry Tree and needs lots or reassurance that he will return. For 'B' why is very focused on what happens in the now and immediate next this will continue and support is being offered by staff. Significantly while 'B' struggled to engage with his SW and myself, perhaps due to the intensity of the subject matter, he reacted well to staff in the home, who clearly knew him well and he saw as key people who could interpret what he needed, at a time of distress. This highlights that 'B' will struggle with the loss of key relationships he has developed with staff and therefore the closure of Cherry tree.</p>	N/A
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C	Silverwood	<p>C' declined to share her clear view, but felt that she had been placed at Silverwood, because she had to be and that things were set up quickly without clear planning or matching her with other young people. 'C' expressed she was placed with a young person, with whom she did not know well and she was expected to live with but they were then effectively never there. When the other young person was there he was destructive of the home, making her feel that she did not want to be there. 'C' also expressed that she felt she had mixed messages from staff, some said she had to do certain things for herself focused around being more independent, but other staff then said differently and did them for her and this was really frustrating and in the end she let them get on with it and 'they muddled through'. 'C' stated that she had expected the Annex to close, because Silverwood was closing and her main focus was moving on anyway, as she has a college course in place. 'C' wants to move before the 31.7.16 to support her transition to college out of borough.</p>	Declined to say
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LAC Council	Cherry Tree House	The young people collectively felt that this type of accommodation was not in the best interest for individual young people with disabilities living in the care of the local authority and agreed that these young people should ALL be living in a family environment with long term Foster Carers. The LAC Council did not feel that Cherry Tree should remain open to care for young people with disabilities.	Pro Closure
	Silverwood	The LAC Council did not feel that Silverwood should remain open to care for young people with emotional and behavioural issue	Pro Closure
		The LAC Council said they wouldn't want to live there with other young people with problems as they felt they would not get the support and care they needed individually.	Pro Closure
		The young people collectively felt that placing a number of young people in care with emotional and behavioural problems together in Residential Accommodation was not good practice as there were more negatives than positives for the young people living there.	Pro Closure
		However, in addition, concerns were voiced by the group as to where the young people would be placed if the home closed down? The LAC Council didn't want these young people to go away from the Rotherham area as they felt this would be like a punishment for them saying – 'just because Rotherham doesn't have enough Foster Carers - that isn't the young people's fault'	Out of Authority Placements
	Cherry Tree House	If the home is not very good then yes it should close	Pro Closure
		If it's not suitable it should close	
If it is not up to standard it should close			
If young people get something better then it would be ok			
When I visited they had tried to make it homely		Cherry Tree House Positives	
What will happen to the young people in the homes?		The Future	
What will happen to the buildings?		The Future	
The garden area is not very good they could make it a lot better		Cherry Tree House Negatives	
	If the home is not very good then yes it should close		

Young Inspectors		If it's not suitable it should close	Pro Closure
		If it is not up to standard it should close	
Silverwood		If young people get something better then it would be ok	
		What will happen to the young people in the homes?	The Future
		What will happen to the buildings?	The Future
		If I was in care I would want freedom and independence	Family Based Placements
		I wouldn't want too many rules	
		I would want to be allowed to go out	
		I would not want to be passed around in homes or foster care	
		Changing Foster Carers is confusing and frustrating, my friend got upset about changing carers	
		There needs to be trust built up	

Name and Organisation	Home	Feedback	Subject
LSCB Exec Meeting	Cherry Tree House and Silverwood	Supports the principle of family based provision rather than institutionalised provision for children in care	Family Based Provision
		Trusts that the sufficiency / placements commissioning strategies will ensure that CYP in care will be placed in / close to Rotherham	Local Placements
		Trusts that the CYP's care planning will deal appropriately with any additional vulnerabilities	Care Planning for the Vulnerable
RUSH House (RLSCB board member)	Cherry Tree House and Silverwood	I do feel to close both at the same time could put social care in a difficult situation when trying to find accommodation and foster placements. I understand there is a concerted effort by RMBC at the minute to recruit more Foster Carers and I agree that for most children foster placements do work better but there will be some children who do not want to go to a foster care placement and some for who it won't be suitable straight away. It would also be interesting to know how many Foster Carers we have and if they can meet the current and potential demand for placements before any of the residential places are closed. If not will we be sending our children out of the borough and away from their families, friends and schools and possibly causing more harm?	The Future
		I would suggest that at least one of the homes remains open and is used for very short term & emergency placements and is designed to be like a 'home' environment.	The Future

		We also need to consider the 'Childs voice' and should we be giving them a choice about where they go?	The Future
Anonymous	Cherry Tree House	The children need a safe place to live and feel welcome. The staff have always been very good with the youngpeople in their care and always have a smile for everyone.	Against Closure
Anonymous	Cherry Tree House and Silverwood	I have discussed this matter with a senior colleague from the National Crime Agency. I am also sighted on a number of investigations being conducted by the NCA that relate to historical alleged behaviours in residential units. It is my professional judgement that over the next few years ourcommunities will witness criminal proceedings that include serious allegations of sexual exploitation, which will cause our communities to question whether collectively we areable to offer children a safe and secure residential experience. Any loss of confidence will affect the likelihood of families engaging with statutory services when residential placements are an option and will in my opinion, increase the distress of young people who may be placed in such units.	Pro Closure

I am a foster carer and believe that young people's experiences of care are better in the majority of cases through being placed in a foster environment.

I therefore believe that it is appropriate to close these homes and such residential provision that is required is provided through experienced specialist commissioned or contracted services with a high level of governance and safeguards in place.

SILVERWOOD EQUALITY ANALYSIS

<p>Under the Equality Act 2010 Protected characteristics are age, disability, gender, gender identity, race, religion or belief, sexuality, civil partnerships and marriage, pregnancy and maternity. Page 6 of guidance. Other areas to note see guidance appendix 1</p>	
<p>Name of policy, service or function. If a policy, list any associated policies:</p>	<p>Proposed Closure of Silverwood Residential Service for Looked After Children</p>
<p>Name of service and Directorate</p>	<p>Children & Young People Service</p>
<p>Lead manager</p>	<p>Mel Meggs, Deputy Strategic Director</p>
<p>Date of Equality Analysis (EA)</p>	<p>April 2016</p>
<p>Names of those involved in the EA (Should include at least two other people)</p>	<p>Mel Meggs, Ian Walker, Sue Wilson, Bev Pepperdine, Annette Marshall, Brent Lumley, Luke Ricketts.</p>
<p>Aim/Scope (who the Policy /Service affects and intended outcomes if known) See page 7 of guidance step 1</p> <p>The aim of this analysis is to consider the impact of the closure of Silverwood Children's Home.</p> <p>Silverwood Children's home has been open as a residential service for looked after children in Rotherham for over 30 years and was a purpose built brick building from the 1960's with 2 properties being merged into one to accommodate young looked after children in Rotherham</p> <p>The current Net Revenue Budget for the home £564k. This includes a premises budget of £21k. The current forecast outturn position for the 2015/16 financial year is an over-spend of £44k.</p> <p>Silverwood provides long-term care for young people with emotional and behavioural difficulties. The maximum number of placements is five. There is currently no young people presently living there.</p> <p>An Ofsted Inspection of the service on the 30/06/2015 graded the service as 'Good'. At the Interim inspection undertaken on the 15/02/2016 the service was graded 'declined effectiveness'.</p> <p>The service aims to provide a safe, nurturing, caring and homely environment for up to five young people aged between 10 to 18 years, and of either gender.</p> <p>The key objective of the service is to work with the young people and their families, with the support of partner agencies, with an overall aim of providing the stability and support they need to prepare them for transition to the responsibilities of adulthood.</p> <p>There are 14 members of staff (12.3 FTE) at Silverwood Children's Home who may be</p>	

affected by the proposal, and the council's policy and consultation process will apply i.e. seeking to avoid redundancy through redeployment where possible. It is noted that the current workforce profile indicates that a large number of the current staff group are female. However this is a typical profile when comparing with other similar services.

Privacy

All young people who are placed in Silverwood have their own room; and a key to their home room, to respect their privacy.

Staff, do not enter a young person's bedroom without consent unless there are serious health and safety concerns. A policy statement is in place regarding this principle and contracts agreed with the young people.

Dignity

Staff, are made aware of each child's racial, cultural, religious and dietary needs. Information is available about the various cultural, religious, dietary and ethnic provisions in the local area.

There is currently no young people placed at Silverwood. Silverwood's Statement of Purpose was last revised and updated 18/02/16 (Appendix A)

What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics? See page 7 of guidance step 2

Equality and cultural information is captured as part of the assessment of all children who have been placed at Silverwood.

The recipients of this service are looked after children, living in residential care. The service reports that this service is running at 0% capacity.

Silverwood is committed to promoting and upholding the rights of the young people at the home. These commitments are underpinned by the United Nations Rights of The Child and through the five outcomes from Care Matters Agenda

- Health – Young people have the right to good health and living a healthy lifestyle.
- Safe – Young people have the right to be protected from harm and neglect.
- Enjoy and achieve: young people have the right to education and leisure
- Making a positive contribution: young people have the right to participate in positive activities to develop personal and social skills, promote well-being and reduce behaviour that puts them at risk
- Economic well-being: young people have the right to a standard of living that meets their physical, mental, spiritual, moral and social needs

Engagement & Consultation

As a matter of public law and council policy, any proposal to close a facility will require a reasonable period of engagement and consultation with those affected by such a proposal. This has been undertaken. The latest government guidance on consultation principles confirms that the governing principle is proportional of the type and scale of

consultation to the potential impacts of the proposal or decision being taken, and though needs to be given to achieving real engagement rather than merely following a bureaucratic process. The guidance indicates that the period of consultation will usually last between 2 and 12 weeks, the consultation lasted 7 weeks. The amount of time required for a consultation exercise should be decided on a case by case basis, and depends on the nature of the proposal, for example the diversity of interested parties or the complexity of the issue, the capacity of groups being consulted to respond or external events. With this in mind officers will be consulted with the following stakeholders and interested persons:

- Children and young people who are resident at the home (assisted by an independent advocate, if required)
- Parents, carers and connected persons of the above
- Independent Reviewing Officers
- Staff employed within the home and their Trade Unions
- Close geographical neighbours to the home
- Ward Councillors

The purpose of the consultation was to gather the views and preferences of the consulted on the proposal and its implementation, and to understand where there are any possible unintended consequences of the proposal. In all the circumstances, and taking into account the holiday period, a period of 7 weeks consultation was agreed as proportionate and reasonable in this matter. The engagement/consultation undertaken is outline below

<p>Engagement/consultation undertaken with customers. (date and group(s) consulted and key findings) See page 7 of guidance step 3</p>	<p>There were no young people resident within the service during the consultation, therefore young people who had recently been resident were consulted:</p> <ul style="list-style-type: none"> • Young person to be advised of the intention and dates to seek Commissioner’s approval on the formal consultation on the closure of Silverwood Children’s Home • Parents, close family members, Independent Reviewing Officers and advocates for the young person recently resident in the home to be informed of the intention to seek Commissioner’s approval to being formal consultation • The young person’s allocated Independent Reviewing Officer (IRO) will support those recently resident to share their views about the proposal. • For the consultation the young person to be given opportunity to share their views about the proposal.
<p>Engagement undertaken with staff about the implications on service users (date and group(s)consulted and key findings) See page 7 of guidance step 3</p>	<ul style="list-style-type: none"> • Staff employed in the home and their Trade Unions to be informed of the intention to seek Commissioner’s approval to beginning a formal consultation • Letters sent to all staff to inform them of the consultation around the closure of Silverwood

	<p>Children's Home and offered the opportunity to provide their views on the consultation in writing.</p> <ul style="list-style-type: none"> • Staff to have the opportunity to submit their views via their union representatives • staff will be offered seven individual consultation meetings. • staff to be offered the opportunity to attend a group consultation session with the Head of Service for Children In Care. • Letters sent to neighbours of the property, explain the potential of the closure of Silverwood Children's Home. • Representatives from RMBC Human Resources to support staff
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The Analysis

How do you think the Service meets the needs of different communities and groups?

This service is in place to meet the needs of children who have become looked after. The age range for this service is ages 10 to 18 years. Young people at Silverwood are provided with the opportunity for regular sporting, cultural or recreational activity. Where young people are already active members or attenders of an activity, staff at the home will do everything within reason to maintain this. Silverwood is located in East Herringthorpe in the Central area of Rotherham.

Analysis of the actual or likely effect of the Service:

See page 8 of guidance step 4 and 5

There are no young people currently placed at Silverwood, recent residents were given the opportunity to share their views.

Does your Policy/Service present any problems or barriers to communities or Group? Identify by protected characteristics.

No

Does the Service/Policy provide any improvements/remove barriers to Service Users and their families/extended family?

Identify by protected characteristics

No as there are no current young people resident

What affect will the Policy/Service have on community relations? Identify by protected characteristics

We don't envisage that there will be any impact on community relations or impact on community cohesion.

The local community will want to know what are the future plans for the building, therefore there needs to be clear communication with the local community on the plans to close the building, timescales and what will happen to the building

The building will need to be made safe and kept in good state of repair to ensure that the

building is not used for unsatisfactory purposes, which could lead to community complaints.

Please list any **actions and targets** by Protected Characteristic that need to be taken as a consequence of this assessment and ensure that they are added into your service plan.

Website Key Findings Summary: To meet legislative requirements a summary of the Equality Analysis needs to be completed and published.

Equality Analysis Action Plan

Time Period 09/06/16 to 30/12/2016

Manager: Mel Meggs Service Area: Children & Young People Service – Looked After Children Tel:.....

Title of Equality Analysis:

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic.

List all the Actions and Equality Targets identified

Action/Target	State Protected Characteristics (A,D,RE,RoB,G,GI O, SO, PM,CPM, C or All)*	Target date (MM/YY)
Consult with staff employed within the home and their Trade Unions in relation to the potential impact of the proposal on staff groups. There is a disproportionate of women employed within the Silverwood Children's Home Staff Team, the impact and remedial action required will need to be reviewed	All	12/09/2016
Communicate with the adjoining services regarding the closure of Silverwood. The plans for usage to be explored with relevant parties.	All	30/09/2016
Name Of Director who approved Plan	lan to check and signature to be placed	Date

Website Summary – Please complete for publishing on our website and append to any reports to Elected Members, SLT or Directorate Management Teams

Completed equality analysis	Key findings	Future actions
<p>Directorate: Children & Young People Service</p> <p>Proposal name: Closure of Silverwood</p> <p>Function: Looked After Children Service</p> <p>Name of lead officer completing the assessment: Brent Lumley</p> <p>Date of assessment: 28/07/2016</p>	<p>Decision to close Silverwood based on findings from Ofsted Graded by Ofsted 15/02/16 – declined effectiveness. Poor safeguarding practice</p> <p>Consultation Outcomes</p> <p>The consultation feedback will identify any issues that the council will need to take into account in planning for closure and future service delivery. The key themes in relation to the consultation feedback will be recorded for the following:</p> <ul style="list-style-type: none"> • Young People • Staff • Relevant Stakeholders 	<p>Support staff with future employment choices</p> <p>Building to be made safe and kept in good state of repair</p> <p>Communication to community/public on proposal for building</p>

CHERRY TREE EQUALITY ANALYSIS

<p>Under the Equality Act 2010 Protected characteristics are age, disability, gender, gender identity, race, religion or belief, sexuality, civil partnerships and marriage, pregnancy and maternity. Page 6 of guidance. Other areas to note see guidance appendix 1</p>	
<p>Name of policy, service or function. If a policy, list any associated policies:</p>	<p>Proposed Closure of Cherry Tree House Residential Service for Looked After Children with Disabilities</p>
<p>Name of service and Directorate</p>	<p>Children & Young People Service</p>
<p>Lead Manager</p>	<p>Mel Meggs, Deputy Strategic Director</p>
<p>Date of Equality Analysis (EA)</p>	<p>28/07/2016</p>
<p>Names of those involved in the EA (Should include at least two other people)</p>	<p>Mel Meggs, Ian Walker, Sue Wilson, Rebecca Wall, Bev Pepperdine, Brent Lumley, Luke Ricketts.</p>
<p>Aim/Scope (who the Policy /Service affects and intended outcomes if known) See page 7 of guidance step 1</p> <p>The aim of this analysis is to consider the impact of the closure of Cherry Tree House Children’s Home.</p> <p>Cherry Tree Children’s home has been open as a residential service for young people with disabilities. It was refurbished in 2012 and forms part of a complex of buildings, which include Liberty House Short Breaks Children Home and The Disability Family Support Service. This was previously known as the Orchard Centre.</p> <p>The current Net Revenue Budget for the home is £644k This includes a premises budget of £26k. The current forecast outturn position for the 2015/16 financial year (at March 2016) is a total overspend of £130k, attributable to additional agency staffing and additional management support.</p> <p>Cherry Tree House is intended to provide care and accommodation for up to a maximum of five children, of either gender, who may have learning disabilities, physical or sensory disabilities or autism and associated communication or moderate behavioural challenges. There is currently one young person living there, this young person is over the age of 14.</p> <p>The Ofsted Inspection of the service on the 18/08/2015 graded the service as ‘Requires Improvement’. At the Interim inspection undertaken on the 23/03/2016 the service was graded ‘improved effectiveness’.</p> <p>The key objective of the service is to provide a safe and nurturing homely environment for disabled children who are unable to live at home with their birth parents or other family members. It includes work with the young people and their families, with the support of partner agencies, to provide the stability and support they need to prepare them for transition to young adulthood and beyond.</p> <p>There are 18 staff member (16.3 FTE) at Cherry Tree House Children’s home who may be affected by the proposal, and the council’s policy and consultation process will apply i.e. seeking to avoid redundancy through redeployment where possible. It is noted that the</p>	

current workforce profile indicates that a large number of the current staff group are female. This is a typical profile when comparing with other similar services.

The provision of placements for children with disabilities and complex needs within the locality will require consideration by the commissioning team when developing services in the future.

Privacy

All young people who are placed in Cherry Tree House have their own room; and a key to their home room, to respect their privacy.

Staff, do not enter a young person's bedroom without consent unless there are serious health and safety concerns. A policy statement is in place regarding this principle and contracts agreed with the young people.

Dignity

Staff, are made aware of each child's racial, cultural, religious and dietary needs. Information is available about the various cultural, religious, dietary and ethnic provisions in the local area.

There is currently one young person placed at Cherry Tree House Children's Home who is scheduled to move to an alternative placement on the 29th August 2016. Cherry Tree House Children's Home Statement of Purpose was last revised and updated on the 31/03/2016.

What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics? See page 7 of guidance step 2

Equality and cultural information is captured as part of the assessment of all children who have been placed at Cherry Tree House Children's Home.

The recipients of this service are looked after children, living in residential care. The service is running at 20% capacity.

The current resident is not from an ethnic minority group.

Cherry Tree House Children's Home is committed to promoting and upholding the rights of the young people at the home. These commitments are underpinned by the United Nations Rights of The Child and through the five outcomes from Care Matters Agenda

- Health – Young people have the right to good health and living a healthy lifestyle.
- Safe – Young people have the right to be protected from harm and neglect.
- Enjoy and achieve: young people have the right to education and leisure
- Making a positive contribution: young people have the right to participate in positive activities to develop personal and social skills, promote well-being and reduce behaviour that puts them at risk.
- Economic well-being: young people have the right to a standard of living that meets their physical, mental, spiritual, moral and social needs

Engagement & Consultation

As a matter of public law and council policy, any proposal to close a facility will require a reasonable period of engagement and consultation with those affected by such a proposal. This has been undertaken. The latest government guidance on consultation principles confirms that the governing principle is proportional of the type and scale of consultation to the potential impacts of the proposal or decision being taken, and though needs to be given to achieving real engagement rather than merely following a bureaucratic process.

The guidance indicates that the period of consultation will usually last between 2 and 12 weeks, the consultation lasted 7 weeks. The amount of time required for a consultation exercise should be decided on a case by case basis, and depends on the nature of the proposal, for example the diversity of interested parties or the complexity of the issue, the capacity of groups being consulted to respond or external events. With this in mind officers will be consulted with the following stakeholders and interested persons:

- Children and young people who are resident at the home (assisted by an independent advocate, if required)
- Parents, carers and connected persons of the above
- Independent Reviewing Officers
- Staff employed within the home and their trade unions
- Close geographical neighbours to the home
- Ward Councillors

The purpose of the consultation would be to gather the views and preferences of the consulted on the proposal and its implementation, and to understand where there are any possible unintended consequences of the proposal. In all the circumstances, and taking into account holiday period, a period of 6 weeks consultation would be agreed as proportionate and reasonable in this matter. The engagement/consultation undertaken is outline below

Engagement/consultation undertaken with customers. (date and group(s) consulted and key findings) See page 7 of guidance step 3

- Engagement and consultation with the one young person resident at the home will need to be informed by their disability and level of understanding. A bespoke package of support which enables meaningful contributions from the young people will be necessary. Premature disclosure with regard to any potential placement move has the potential to provoke an avoidable level of anxiety for these young people and therefore sensitive and skilled management of this work will be required.
- Allocation of an advocate from Rights to Rights service who can assist the young people to express their views.
- For the consultation young people to be given questions in a form and style that allows them to give their responses to, potential closure, asking

	<p>for their objections, asking where they would like to live, what support they will require?</p> <ul style="list-style-type: none"> • Parents, close family members, Independent Reviewing Officers and advocates for the two young people resident in the home to be informed of the intention to seek Commissioner's approval to undertaking a formal consultation. • Clear timeline of events communicated with the relevant stakeholders, so they know when consultation commences, closes and when a decision will be made • The young person has an allocated Independent Reviewing Officer (IRO) who will carry out a review and make plans with them, where issues and concerns can be raised. Each young person to be involved in the planning for the future. The IRO has a statutory duty to ensure that the young person's needs are taken into account.
<p>Engagement undertaken with staff about the implications on service users (date and group(s) consulted and key findings) See page 7 of guidance step 3</p>	<ul style="list-style-type: none"> • Staff employed in the home and their Trade Unions will be informed of the intention to seek Commissioner's approval on there being a formal consultation • Letters will be sent to all staff to inform them of the consultation around the closure of Cherry Tree Children's Home and offered the opportunity to provide their views on the consultation in writing by an agreed date. • Staff to have the opportunity to submit their views via their union representatives by an agreed date. • Staff will be offered individual consultation meetings. • Staff to be offered the opportunity to attend a group consultation session with the Head of Service for Children In Care. • Letters sent to relevant stakeholders to explain the potential of the closure of Cherry Tree House Children's Home. • Representatives from RMBC Human Resources to support staff. •
<p>The Analysis</p>	
<p>How do you think the Service meets the needs of different communities and groups?</p> <p>This service is in place to meet the needs of children with disabilities who have become looked after. The age range for this service is ages 10 to 18 years.</p>	

Young people at Cherry Tree Children's Home are provided with the opportunity for regular sporting, cultural or recreational activity. Where young people are already active members or attenders of an activity, staff at the home will do everything within reason to maintain this.

Cherry Tree Children's Home is in Masborough in the central area of Rotherham.

Analysis of the actual or likely effect of the Service:

See page 8 of guidance step 4 and 5

The young person currently placed at Cherry Tree Children's Home is scheduled to move to an alternative placement on the 29/08/2016 in order to meet his developing needs

Does your Policy/Service present any problems or barriers to communities or Group? Identify by protected characteristics. Does the Service/Policy provide any improvements/remove barriers? Identify by protected characteristics

Barrier

Service Users – If this service provision is closed, this will not affect any young people as there will be no residents at the time the Commissioner and Cabinet make a decision regarding the future.

Service Users

- Will need to be involved in their review.
- Their wishes and feelings will need to be captured.
- Their voice will need to be listened to and acted upon.

Parents/Carers/Extended Family

- Will need to be consulted with and the impact of any move in location taken into consideration. The council, being the Corporate Parent has a responsibility to encourage and support young people to maintain contact with their parents and siblings in a manner consistent with their care plan.

What affect will the Policy/Service have on community relations? Identify by protected characteristics

We don't envisage that there will be any impact on community relations or impact on community cohesion.

The local community will want to know what are the future plans for the building, therefore there needs to be clear communication with the local community on the plans to close the building, timescales and what will happen to the building

The building will need to be made safe and kept in good state of repair to ensure that the building is not used for unsatisfactory purposes, which could lead to community complaints.

Please list any **actions and targets** by Protected Characteristic that need to be taken as a consequence of this assessment and ensure that they are added into your service plan.

Website Key Findings Summary: To meet legislative requirements a summary of the Equality Analysis needs to be completed and published.

Equality Analysis Action Plan

Time Period 09/06/2016 to 12/09/2016

Manager: Mel Meggs Service Area: Children & Young People Service – Looked After Children Tel:.....

Title of Equality Analysis:

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic.

List all the Actions and Equality Targets identified

Action/Target	State Protected Characteristics (A,D,RE,RoB,G,GI O, SO, PM,CPM, C or All)*	Target date (MM/YY)
Prior to closure of this provision, a bespoke consultation which responds to the young people's disability and level of understanding will need to be carried out with children and young people who are resident at the home (they will be supported by an independent advocate from the Rights to Rights Advocacy Service).	All	28/07/2016
Assessment and review of young people currently resident at Cherry Tree Children's Home regarding alternative placements. Service Manager & workers to monitor and carry out regular reviews after provision closes and alternative placement made.	All	28/07/2016
Consult with parents, carers, family members and connected persons of any of the young people who are residents.	All	28/07/2016
Consult with staff employed within the home and their Trade Unions in relation to the potential impact of the proposal on the staff group.	All	28/07/2016
Communicate with local community and relevant stakeholders on the closure of the home and the impact on the physically connected services.	All	28/07/2016

Name Of Director who approved Plan	Ian Thomas to sign	Date	
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Website Summary – Please complete for publishing on our website and append to any reports to Elected Members, SLT or Directorate Management Teams

Completed equality analysis	Key findings	Future actions
<p>Directorate: Children & Young People Service</p> <p>Proposal name: Closure of Cherry Tree House Children’s Home</p> <p>Function: Looked After Children Service</p> <p>Name of lead officer completing the assessment: Brent Lumley</p> <p>Date of assessment: 28/07/16</p>	<p>Decision to close Cherry Tree Children’s Home based on findings from Ofsted Graded by Ofsted 18/08/2015 – Requires Improvement. Poor safeguarding practice. Capacity of the staff to deliver effective and safe care for 5 young people</p> <p>Consultation Outcomes</p> <p>The consultation feedback will identify issues that the council will need to take into account in planning for closure and future service delivery. The key themes in relation to the consultation feedback will be recorded</p>	<p>Support staff with future employment choices</p> <p>Building to be made safe and kept in good state of repair</p> <p>Communication to community/public on proposal for building</p>

