

## **Annex 2.**

### **1 Terms of Reference**

1.1 The following terms of reference were agreed by the review group:

- To identify the strengths and weaknesses of alternative management arrangements (AMA) that are currently being used by councils in delivering children's services, highlighting in particular what has driven and sustained service improvement in different areas.
- On the basis of this evidence, to make recommendations on the most appropriate model of governance and delivery based on Rotherham's current and future ambitions for children's social care services.

1.2 The review compared and contrasted AMAs of social care and how this impacts on accountability, improvement, wider corporate working and the delivery of the authority's statutory social care duties. In considering AMAs, specifically those outlined by Commissioner Myers, the review explored the potential impact that these could have on the achievement of outcomes for children and young people; financial sustainability; and how AMAs support innovation and transformation within Children and Young People's Services. Also central to members' consideration was how alternative models could support the Council's strategic response to the seven tests for RMBC children's social care set out to the Department for Education (detailed below).

1.3 The following cross-party group of members of the Improving Lives Select Commissions undertook the review:

- Cllr Leon Allcock
- Cllr Maggi Clark (Chair)
- Cllr Victoria Cusworth
- Cllr Jayne Senior
- Cllr Peter Short

## **2 Seven tests Children and Young People's services (as set out by Commissioner Newsam)**

- 2.1 **Well-functioning corporate services** which prioritises children's social care and deliver effective financial, human resources and infrastructure support. It is critical that the corporate leadership is well engaged with the issues within children's services and provides effective support and challenge. I have outlined the risk that energy and resources will lean towards services already handed back at the expense of the prioritisation on children's social care services but it is clear to me that improvement will not be sustainable without high quality human resources, financial, legal and infrastructure support
- 2.2 **Stable and capable leadership** at both a Member and officer level. There are all out elections in May, and the Labour Group has indicated that if it returns to administration the cabinet will remain largely as is, allowing the continued development of the existing members. If that is not the case then there is the wider consideration of developing the necessary skills and experience of the new councillors. Cabinet meetings are now being held in public so over the next few months it will be a measure of readiness to see how well portfolio holders manage their new responsibilities. A permanent senior management team in the Council has been appointed and the Children's Directorate now has the benefit of a permanent departmental leadership down to heads of service. By September I would expect to see much less reliance on temporary managers at that level.
- 2.3 **Continued improvement in the quality and effectiveness of practice**, including progress against the actions in the improvement plan and evidence that recommendations from quality assurance, audits and Ofsted improvement visits have been dealt with promptly and effective. The Strategic Director has set out a vision for the delivery of outstanding child-centred services through a major transformation programme. I would expect this to be widely understood and embedded by September and progress robustly programme managed.
- 2.4 **Strong and supportive partnerships**. My progress report signals a step change in the partnership through better leadership, increased collaboration and improved working practices. Although there is much improvement, to date, partnerships have not been well supported by transparent and rigorous governance and going forward there is a need to be clear about shared priorities and how they are resourced. The new Children and Young People's Partnership (Children's Trust Board Arrangements) was re-launched in February 2016 with excellent representation

across the system, including young people, and three task and finish groups were established to lead on: development of a Children and Young People's Plan; Embedding Early Help and the development of a well-performing workforce across the partnership. Over the next six months, it should be delivering against this plan and harnessing resources around a shared agenda. Overall, by September, I would want the LSCB and the Strategic Partnership to be making good progress and this partnership commitment to be evidenced through improved outcomes.

- 2.5 **Robust financial management.** As I have indicated, the budget set for 2016/17 is unlikely to meet the forecast demands. The Strategic Director has led on the production of a medium term financial strategy which will both drive more cost effective practices through service transformation and deliver savings over the lifetime of the plan. To support him and his management team he will need the senior financial capacity with the right skills and experience to undertake the necessary financial modelling. While this has been agreed in principle, it will take some time before the benefits of better resource management and more effective commissioning begin to be evidenced in the bottom line.
- 2.6 **A compelling strategy for the workforce** which has delivered a settled structure for children's social care, more permanent social care staff in post, nearing national averages, and a return to only using interim staff as a means of upskilling or supplementing, when necessary, the permanent staffing establishment. I would expect to see in place comprehensive professional development for staff at all levels supporting effective practice and staff retention.
- 2.7 **Effective performance information and quality assurance** which is being used to measure outcomes for children and improve practice. Data has been used very effectively to monitor and drive better performance but to improve practice further there needs to be a greater emphasis on the outcomes being achieved and a clearer understanding of the quality of practice with children and young people. Performance information needs to demonstrate stable and sustained delivery of services, milestones set out in the improvement plan need to be met or on course for delivery, the budget agreed and the transformation programme for children's social care services understood and delivering.

### **3 The schedule of meetings**

3.1 The schedule of meetings and the subject matter discussed at each is set out below:

#### **14<sup>th</sup> November 2016**

- to discuss scope of the review;
- outline of policy context - "Putting Children First";
- recap on previous visits/telephone conversations undertaken by CX/DCS

#### **18th November**

- agree terms of reference
- consider available literature (detailed in Section 13**Error! Reference source not found.**)

#### **30<sup>th</sup> November**

- Isos Workshop (1) – to consider key enablers and timescales for improvement from LGA action research

#### **13<sup>th</sup> December**

- To agree lines of enquiry (in light of Isos workshop)
- Agree visits

#### **23<sup>rd</sup> January – 28<sup>th</sup> February 2017**

- Visits /telephone conversations with Local Authorities (detailed in Section 7)

#### **17<sup>th</sup> February**

- Isos Workshop (2) – where is Rotherham on its improvement journey and what are the priorities for the next stage?

#### **13<sup>th</sup> March**

- Review of evidence to date
- Consideration of improvement evidence (CYPS)

#### **15<sup>th</sup> March**

- Children's Improvement Board – high level sector led challenge of approach adopted and initial findings

#### **10<sup>th</sup> April**

- Agree final report
- Agree recommendations

## 4 Schedule of visits

### 4.1 Outline of visits/discussion programme:

London Borough of Richmond upon Thames <i>Community Interest Company with neighbouring authority</i>	Tuesday 19th April 2016
Royal Borough of Windsor and Maidenhead <i>Transferring to Community Interest Company with neighbouring authorities</i>	Tuesday 3rd May 2016
Slough Borough Council <i>DfE Trust</i>	Tuesday 3rd May 2016
Hampshire County Council <i>Agency Arrangement</i>	Wednesday 1st June (tele-conference) 2016
London Borough of Kingston upon Thames <i>Community Interest Company with neighbouring authority</i>	Wednesday 15th June (tele-conference) 2016
Doncaster Council and Doncaster Children's Trust <i>Neighbouring Authority – DfE trust</i>	Monday 23rd January 2017
Cornwall Council <i>Sector Led Improvement</i>	Monday 6th February (tele-conference) 2017
Birmingham City Council <i>Wholly owned company (shadow arrangements)</i>	Wednesday 9th February 2017
Leeds City Council <i>Sector Led Improvement</i>	Thursday 23rd February 2017
London Borough of Bromley <i>Intervention (Commissioner)</i>	Tuesday 7th March (tele-conference) 2017