

ORDER FORM

FROM

	SECRETARY OF STATE FOR EDUCATION
Service address:	Head Office - Sanctuary Buildings, Great Smith Street, London, SW1P 3BT
Invoice address:	Sanctuary Buildings, Great Smith Street, London, SW1P 3BT
Authorised Representative:	Name: Rachel Newton E-mail: Rachel.newton@education.gov.uk
	To be quoted on all correspondence relating to this Order: Order no: con_11534
Order date:	8/9/2021

TO

Supplier:	Rhodes White Consultancy
For the attention of:	Gladys Rhodes white
E-mail:	[REDACTED]
Telephone number:	[REDACTED]
Address:	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
1. SERVICE REQUIREMENTS	
<p>The Improvement Adviser will set up and chair an improvement board to address the following concerns DfE has about Herefordshire's children's social care services:</p> <ul style="list-style-type: none">failings outlined in the High Court Judgement published on 16 April 2021; in addition to other court cases before court and others potentially coming up, where it is expected that further practice failings will be identified.	

- Failures in the leadership and management of Herefordshire's children's services.
- longstanding issues of inconsistent practice including supervision, management oversight and culture.
- insufficient improvement progress since Ofsted last inspected in 2018, two subsequent Focused Visits in 2019 and the most recent Focused Visit (July 2021) where three areas for priority action (APAs) were issued.

The Adviser will:

- work with Herefordshire's children's services leaders and external improvement support partners to deliver a coherent and joined up package of improvement support.
- oversee the implementation of robust plans to improve Herefordshire's children's social care services, providing effective oversight to ensure the pace of improvement is appropriate and sustainable.
- provide six-weekly written reports and more frequently if the pace of progress is not sufficient or if the minister requires it.
- Details of the adviser's responsibilities and how these will be measured can be found in Annex A.

(1.2) Service Commencement Date:

13 September 2021

(1.3) Price payable by Authority and payment profile:

The daily rate is £600 excluding VAT.

VAT is applicable.

Expenses are included within the agreed daily rate.

(1.4) Completion date: 31 March 2023

We expect the role of the Adviser to take up to 8 days per month for 18 months from 13 September 2021.

If additional days are required they will be negotiated and agreed with the Department prior to the work taking place.

The Department reserves the right to extend the end date of this contract by up to 12 months, and will give one month's prior notice of our intention to do so. The 12 month extension may be in full, or in multiples of one month up to the full 12 month potential. This may include a negotiated reduction or increase in the number of call-off days per month. Any negotiated extension offered by the Department would be without prejudice.

If additional days are required, they will be negotiated and agreed with the Department prior to the work taking place.

The Department reserves the right to terminate the Contract at any time by giving one Month's written notice to the Supplier.

The Department reserves the right to terminate this contract on 31st March 2022. This will be subject to business needs and the pending spending review outcome.

If additional days are required, they will be negotiated and agreed with the Department prior to the work taking place.

2 MINI-COMPETITION ORDER: ADDITIONAL REQUIREMENTS

(2.1) Supplemental requirements in addition to Call-off Terms: N/A

(2.2) Variations to Call-off Terms: N/A

3. PERFORMANCE OF THE SERVICES AND DELIVERABLES

(3.1) Name of the Professional who will deliver the Services: Gladys Rhodes White

(3.2) Performance standards:

There will be suitable representation at all reviews and meetings with the Department.

Management information relating to Key Performance Indicators will be made available when requested to the Department's contract manager.

Risks to delivery will be actively reviewed, managed and reported.

Advisers are expected to react quickly to issues as and when they arise.

Advisers are expected to maintain effective working relationships, which ensure the best outcomes for the Department.

(3.3) Location(s) at which the Services are to be provided:

Herefordshire Council

(3.4) Quality standards:

In all cases we will require regular honest and open reporting against the service requirements listed in section 1, including information about progress and trajectories. This should be supported by an accurate, timely and appropriate narrative at least quarterly as specified above.

Your approach to quality management and the quality assurance arrangements during the development and delivery phases of the contract will be discussed with DfE during the first three weeks of appointment. You should demonstrate how you will ensure that the service is delivered on time, on budget and delivers the Department's expected outcomes. Key deliverables will be agreed with DfE within six weeks of appointment and you will need to produce and agree with DfE a plan, detailing outputs and appropriate KPIs which you will meet over the duration of the project.

(3.5) Contract monitoring arrangements:

The contract will be managed by the Children's Services Improvement and Interventions Unit. Impact of the Adviser role and performance will be monitored on an ongoing basis and will take into account progress against the key deliverable activity and milestones in the LA's Improvement Plan.

Over the life of the contract the Department expects:

- a partnership approach to contract management, where the parties have a joint stake in a successful service;
- services delivered by the Adviser continue to meet the needs of the Department; and
- the Adviser to meet their contractual commitments.

(3.6) Management information and meetings

Regular meetings by phone and in person between the Adviser and the DfE contract manager will be required.

The Adviser will be required to complete a quarterly progress report for DfE.

4. CONFIDENTIAL INFORMATION

(4.1) The following information shall be deemed Confidential Information: N/A

(4.2) Duration that the information shall be deemed Confidential Information: N/A

BY ACCEPTING THIS ORDER IN JAGGAER THE SUPPLIER AGREES to enter a legally binding contract with the Authority to provide to the Authority the Services specified in this Order Form (together with the mini-competition order (additional requirements) set out in section 2 of this Order Form) incorporating the rights and obligations in the Call-off Terms set entered into by the Supplier and the Authority.

Annex A - Key Performance Indicators and priority tasks for Improvement Adviser Herefordshire

Key Performance Indicators and priority tasks for Improvement Adviser Herefordshire		
	<i>Tasks</i>	<i>Success Measures</i>
1. Advise and input into establishment of the Improvement Plan to ensure it is fit for purpose and meets the requirements of the Notice to Improve and addresses the High Court judgement findings	<ul style="list-style-type: none"> a. Provides a golden thread to service plans and priorities – recommending and agreeing with the LA next steps in improvement support. b. Meets the High Court judgement findings, previous Ofsted findings, including any recommendations and agreed priority actions c. Ensures progress can be evidenced and sustained d. Contains SMART actions that will lead to improved outcomes for children, young people, and families 	<ul style="list-style-type: none"> ▪ Actions in the plan are delivered and achieve improved RAG ratings by April 2022 or before where relevant. Where actions are not met, there are clear plans in place to bring progress back on track. ▪ Reports to the IB demonstrate good progress against agreed actions and timescales ▪ Peer reviews, self-assessments and Ofsted inspections confirm progress and improvements
2. Provision of timely, accurate and informative reports to the Minister on a six weekly basis	<ul style="list-style-type: none"> a. Reports will be factual, concise, and well written to offer a clear picture of progress, as well as where progress is not being satisfactorily made and the plans to improve. b. Reports will address the requirements contained in the improvement notice as well as any additional 	<ul style="list-style-type: none"> ▪ Receipt of reports by DfE within the required deadlines ▪ The DfE lead assesses the reports as meeting the required standards ▪ The Minister is satisfied with the reports.

	<p>improvement priorities that come out of diagnostics and reviews.</p> <p>c. Reports will contain relevant recommendations or advice as necessary</p>	
3. Relationships with key stakeholders across Herefordshire are established	<p>a. Develop a constructive and influential dialogue with the Council Leader, Chief Executive, Lead member and Director of Children's Services</p> <p>b. Attend key meetings and be able to contribute ideas and offer support and challenge</p> <p>c. Liaise with frontline staff, managers, and partners to test progress</p> <p>d. Utilise professional networks to add value to the work in Herefordshire</p> <p>e. Support work to enhance the voice and influence of children and young people</p>	<ul style="list-style-type: none"> • Schedule of meetings show regular attendance of IA and participation • Feedback from key stakeholders provides evidence of influence • IA's footprint is evident in plans and reports
4. Influence in improving the Quality of Practice	<p>a. Provide technical and professional input into measures that will improve practice</p> <p>b. Demonstrate close liaison with the PIP and other improvement agents to support an unrelenting focus on improved practice</p> <p>c. Scrutinise and monitor the performance scorecard</p> <p>d. Attend performance clinics</p> <p>e. Meet regularly with the Principal Social Worker (PSW)</p>	<ul style="list-style-type: none"> • Audits demonstrate a trajectory of improvement in cases rated RI or above • Performance scorecard shows a trajectory of improved KPI's
5. Support the establishment of a competent, skilled, and stable workforce (including leadership and management)	<p>a. Monitor key performance on vacancies, turnover, recruitment, and retention</p> <p>b. Liaise with HR and others to support measures to attract and retain good staff (including input on key appointments)</p>	<ul style="list-style-type: none"> • Performance reports show good staff retention and an average of 20% agency rate is maintained • There is a clear skills, training and

	<p>c. Work with the LGA, PSW, L&D team and others to ensure there is good support for the development and training of staff</p>	<p>development pathway in place for social workers and managers</p> <ul style="list-style-type: none"> • Provision of mentors and coaches is evident for supervisory and senior managers • The IA has been involved in recruitment to key posts.
<p>6. Contribute to effective political and corporate support in establishing high quality sustainable children services in Herefordshire</p>	<p>a. Develop an influential and supportive/challenging relationship with the Leader, lead members and other elected members to promote sustainable improvements</p> <p>b. Work with the LGA to ensure strong member involvement and understanding of the improvement journey, including coaching and mentoring support.</p> <p>c. Contribute to the Corporate Parenting and scrutiny processes</p> <p>d. Provide professional advice and expertise to members on sustainable children's services improvement processes</p>	<ul style="list-style-type: none"> • DfE reviews evidence greater awareness and understanding by Members on what is required of them to achieve and sustain progress • The Corporate Parenting Panel minutes demonstrate clear focus on key priorities • The overview and Scrutiny programme and minutes evidence appropriate scrutiny and challenge • Lead member and Leader of the council have received coaching and mentoring support
<p>7. Chair the Improvement Board</p>	<p>a. Ensure the IB meets regularly with all key stakeholders in attendance and able to participate</p> <p>b. Contribute to the IB agenda to ensure relevant items are addressed</p> <p>c. Ensure the IB achieves its stated responsibilities and priorities</p> <p>d. Facilitate the effective monitoring of the improvement plan to ensure progress via the IB, including plans for where progress is off track.</p> <p>e. Risks and issues log with clear contingencies and countermeasures.</p>	<ul style="list-style-type: none"> • Minutes of the Board evidence regular meetings take place with good attendance from members • Progress on the plan is noted at the IB along with effective participation and challenge • Feedback from IB members is positive

