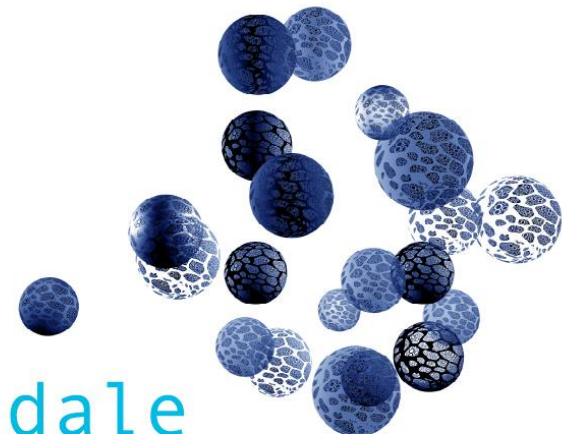


# W11. Learning Wider Lessons From Historic Failure

Steve Rumbelow  
LGA Conference  
5<sup>th</sup> July 2017

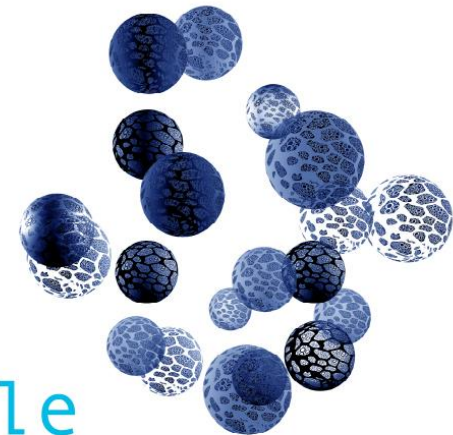
Rochdale



# Drawing the picture – Rochdale's history

- **Historical allegations about Sir Cyril Smith**
- **Cambridge House, working boys hostel**
- **Knowl View – Residential Special School**

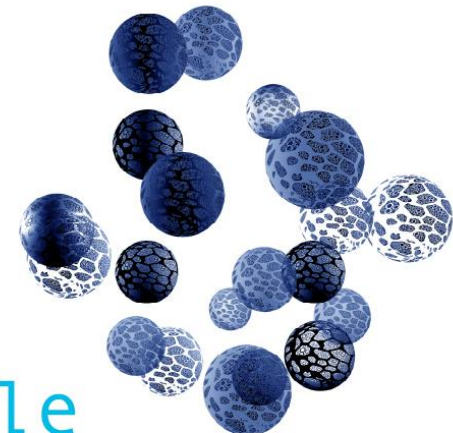
Rochdale



# The IICSA Experience

- **What we learned and how**
- **Who meets the cost?**
- **IICSA's way of working**
- **Unrealistic expectations**
- **What will happen next?**

Rochdale



# What helped – Garnham Review

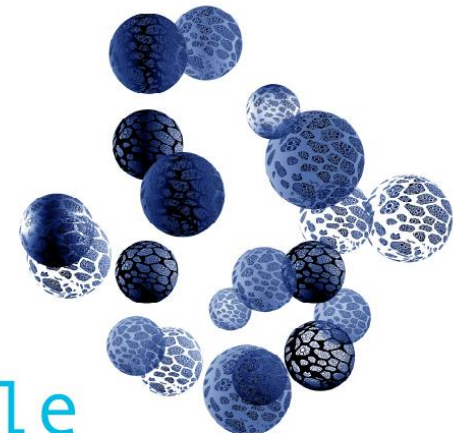
- **Council previously commissioned an independent review of events**
- **Understanding the politics**
- **Recruiting the right person**
- **Demonstrating clear leadership**
- **Agreed governance with Deputy Leader**
- **Was it a waste of time?**



# What was important?

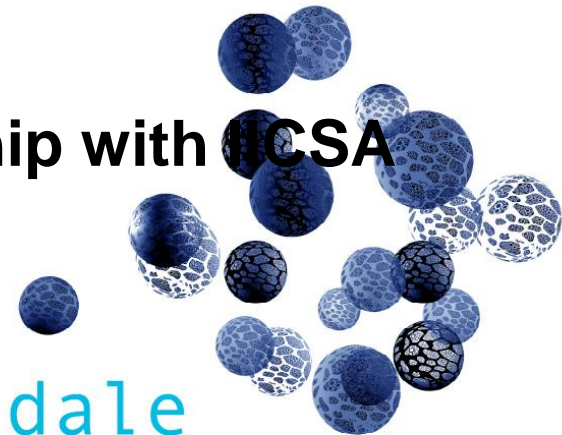
- **Keeping Calm**
- **Doing nothing that could contaminate process**
- **Agreement with new Leader**
- **Getting the right team**
- **Building strong working relationships**

Rochdale



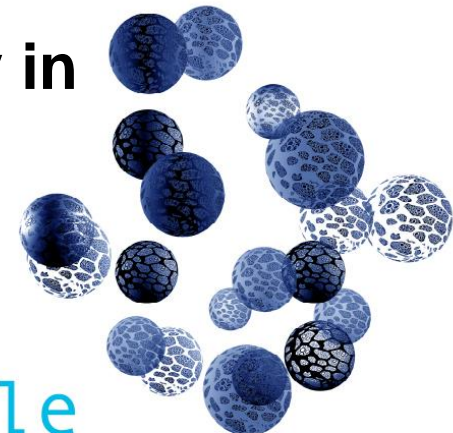
# When IICSA commenced

- **Learned from what didn't work well in Garnham review**
- **Setting clear structure, records management, governance and regular review processes**
- **Monitoring spending**
- **Planning**
- **Importance of a well balanced team**
- **Building a positive working relationship with IICSA**
- **Willingness to challenge**



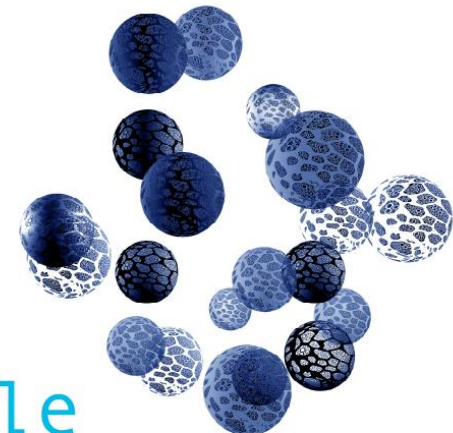
# What hasn't helped?

- **Problems mainly external**
- **IICSA team – do they get it?**
- **IICSA's loss of reputation and delays due to their 2016 crises**
- **Real life - core team holidays at critical time**
- **Costs**
- **Difficult getting all parts of council to buy in at pace**
- **High levels of duplication**



# Is it worth it?

- **Is this a good use of LA or national resources?**
- **Will we learn anything that will impact on future practice ?**
- **Will involvement in this strengthen practice and performance in those councils involved with the Inquiry and more widely?**





What could Chief Execs do to avoid further problems?

Rochdale

