

Action Plan	Due Date	Status
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CS18001 Implement the School improvement Strategy to improve pupil achievement at all key stages
31 March 2019


The bid for strategic school improvement funding was unsuccessful however from the Autumn term 2018, we have progressed to delivery of the EYFS Language and Communication Strategy. Improvements in reading outcomes at the end of key stage 2 2018 evidence significant progress and impact of a number of pilot initiatives which will be incorporated in the borough wide reading strategy. The implementation of the Schools' Strategy has strengthened the accountability framework around the collaborative partnership in addition to supporting the partnerships through the Collaborative Partnership Development and Challenge role. These areas of work will continue to remain priorities.

The primary/secondary progression/transition project has extended its reach and remit. The initial focus on English has continued and there is now an additional focus on mathematics.

Ref	Name	Due	Status
■ CS18001.A	Implementation of Schools Strategy 2018-2019	31 December 2018	
■ CS18001.B	Establishment of Strategic Primary School Improvement Board	30 December 2018	
■ CS18001.C	Extend reach of primary/secondary progression/transition project	30 September 2018	
■ CS18001.D	Delivery of EYFS Language and Communication Strategy	31 March 2019	
■ CS18001.E	Development of Borough Wide Reading Strategy	31 March 2019	
■ CS18001.F	Improve the effectiveness of the collaborative partnerships	31 March 2019	

CS18002 To provide sufficient school places for all children within the Borough.
30 September 2018


Primary and secondary school places are subject to ongoing review. Cabinet approval gained in March 2018 for further expansions to meet forecasted need. Additionally, 2 secondary Free Schools are required in the Borough for 2020 and 2022 respectively; the Council has approved release of sites for these. The Altus Trust and Wardle Academy Trust have submitted bids to each establish one of these schools, along with other bidders, and the DFE is proposing to announce the outcome in the Spring Term.

Robust allocation procedures are in place for the 'Normal Admissions Round'. School entry to Reception and Year 7. Review of methods to promote and communicate the processes to parents/carers continues. The Fair Access Protocol has been revised to ensure swifter but fair allocation under this process. Availability of school places is very limited in some year groups in some areas and requests for places remain high from new to Borough/UK applicants. This requires continual place planning review on a termly basis.

The annual School Building Maintenance Programme for 2018/19 has been prioritised, commissioned and delivered in line with agreed timescales and budgets. Feasibility studies and construction projects have been commissioned for new school places and are on target to be delivered within timescale and budget.

Ref	Name	Due	Status
■ CS18002.A	Adequate number of primary, secondary and special school places.	30 September 2018	

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■ CS18002.B Robust allocation process for school admissions.	30 September 2018	■
■ CS18002.C Effective management and maintenance of assets and delivery of improvement and expansion projects.	30 September 2018	■

CS18003 Deliver the Family Service Model including the roll out of Locality Teams	31 March 2019	■
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Reports are submitted to the Strategic group from the Operational groups and localities networks including performance framework reports. The training has now been commissioned from Strengthening Practice for the Hub and Locality enabler teams and will commence in July 2018. This training delivery has now begun to core staff and key partners across the Hub and Locality teams. A second phase roll out to wider partners is possible for 2019-20 once we have evaluated impact of the first phase of training.

The FSM Strategic partnership Board and the FSM Operational Board have been in place and meeting on a monthly basis since January 2018. The operational group has recently re-formatted its agenda to include more regular updates from partners - and any issues identified are escalated to the Partnership Board.

Ref	Name	Due	Status
■ CS18003.A	Establish network and steering groups within each locality to support local delivery.	31 March 2018	■
■ CS18003.B	Establish strategic steering group to oversee and guide delivery at a senior management level	31 March 2018	■
■ CS18003.C	Establish a performance framework to track progress of implementation and any blockages to delivery	30 April 2018	■
■ CS18003.D	Provide regular exception reports to the strategic steering group and partnership board to track progress and sight blockages	31 March 2019	■
■ CS18003.E	Training to support cultural and behavioural change to ensure the locality and hub operate as a single entity	30 June 2018	■

CS18004 Embed the Early Help Strategy	31 March 2019	■
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Reports from the newly merged scorecards are taken regularly to the FSM Strategic and operational groups. Periodic reports on progress and barriers will be taken to CYPP and the Safeguarding Board as requested.

QA audits on supervision and EHA's have been conducted since April 2018 and these processes in EH / FSM are being aligned to Children's services processes and OFSTED from November 2018. Early in 2019 lessons learned and good practice guidance will be disseminated across the team. Case audit processes are being embedded across EH / FSM from December 2018. The revised step up/down guidance has also been re-written following consultation with key agencies and partners and approved by the Board in December 2018. From February 2019 briefings on the new protocol will be delivered and we will begin to measure impact on step up/down practice.

Ref	Name	Due	Status
■ CS18004.A	Refresh and embed the Early Help strategy and promote to partners	30 April 2018	■

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via the Family Service Model steering group.		
■ CS18004.B Merge the Early Help and Family Service Model scorecards to produce a more comprehensive delivery monitoring framework.	30 April 2018	■
■ CS18004.C Highlight implementation issues with key other partnership groups such as Children and Young Peoples Partnership (CYPP) and Safeguarding Children Board.	31 March 2019	■
■ CS18004.D Pursue key quality developments as part of the OFSTED plan such as supervision, audits, Early Help Assessment Quality Assurance etc.	31 March 2019	■

CS18005 Alternative delivery model for youth service	30 June 2019	■
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Options appraisal has been completed resulting in no major change to current delivery model. Staff continues to provide a wide range of activities for YP across the Borough in a range of delivery styles and venues.

Following a full options appraisal involving extensive consultation with staff and partners, Youth Service staff did not want to proceed with the establishment of a workers cooperative but opted to remain within the Local Authority.

Due to the decision by staff to continue with the existing model of delivery, no further action required.

Staff continue to provide a wide range of activities for yp across the Borough in a range of delivery styles and venues.

Ref	Name	Due	Status
■ CS18005.A	Options Appraisal completed	30 June 2018	■
■ CS18005.B	Approval of preferred option agreed by Cabinet	30 September 2018	■
■ CS18005.C	Effective management of transition into new delivery model	30 June 2019	■
■ CS18005.D	Continued delivery of high quality provision to young people across the Borough during appraisal, transition and implementation on new delivery model	30 June 2019	■

CS18006 Continued implementation of SEND (Special Educational Needs / Disabilities) reforms	31 March 2019	■
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The second SEND Action Plan is now in place and progress is being tracked via the CWD partnership Board. We are preparing of update letter for the DfE on our continued joint progress against the action plan. We are preparing for our first 2 day Peer Challenge visit – this includes an update self-view to look at our area of development strength and areas we see require further development and progress. Note in partnership with the Voice (parent carers forum) we are planning some independent legal training around the ECHP process so that staff and parents learn together the legislative framework etc.

Building work has commenced on the ASC provision space with 2 mainstream schools. We are submitting a bid for a 75 place free special school for children with ASC. WE continue to support mainstream school support children with ASC via training such as ASC School Champions and Setting (we trained 130 staff in 9 setting) having completed the first years cohort We have now got the E learning model for all staff We run coffee morning type drop in for parents and schools to access support and advice to manage children in a school We are increasing the capacity with the ASC RANS team Note are ranked as the LA with the most children with ASC who have an EHCP supported in Mainstream in

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England.

SEN Support Tracking work is being progress via the SEND Head Teacher task and finish Group. We have an agreed shared definition of SEN Support now We have developed for Schools a SEN Support Policy pro-forma. Currently we are piloting a universal SEN Support plan that can be used from early years through to secondary to support the vision that the family only need to tell their story once Work has been completed on the data cleansing around the SEN Support coding on the SIMMs Training via the SENCO network has been delivered on SEN Support Graduated response and coding Update on the 28-12-18 work started on developing data report to enable us to track numbers of children who were at SEN Support and due to success input no longer remain at SEN Support - to enable us to measure the impact of the SEN Support plans - Revised 0 - 25 SEN Support plans are being piloted with roll out date being March 2019

Significant work has been undertaken to reduce pupil exclusion rates within the borough with initial prioritisation given to pupil exclusion within the borough's secondary schools. Clear measurable and positive impact has been evidenced whilst the borough acknowledges that this will remain a key area in which to improve further. An early investment to determine the factors contributing to the high rate of exclusion has determined the direction of travel. The strong partnership relationships with schools and high prioritisation of this agenda have made a positive contribution to the improvements made.

Transition event took place on 10- 10 18 where the Policy and strategy will be formally launch. The Launch is being presented jointly with parents to reinforce the collaborative approach taken in developing the strategy - this was followed up in the late afternoon by a session for young people and parents around the transition process. Update 28-12-18 in Nov we completed a Multi-Agency Audit re transition - report is due to go to RBCSB. The findings were that more work is needed to ensure staff are accessing the Transition Policy to support smooth transition between services so a revised training programme will be developed in January 2019.

We are not able to fully progress the work on the integrated 0 -25 model as this is dependent on Family Service Model and the commissioning of services. This has been accepted by the Challenge meeting. To prevent delay and drift steps across a range of teams have been made to seek to create a virtual teams E.G ESKW now attend the weekly CAONs meeting to ensure affective co working: monthly multi-agency complex cases discussion forum: work on a shared joint equipment purchasing point: joint team drop in surgeries for school and parents, Joint resource panels etc. The Current Adults transition Team will be moving to sit with the CWD SW team within Number One riverside with them working as a whole team. Update 28-12-18 - 6 month pilot running of the hosting an OT within the RANS service to support joint working and single worker approach. Joint meeting with SEND lead in Pennine Care and HoS establish now to support shared working. Development of the joint CETR process and single pathway that links into the MACNP to ensure seamless approach around commissioning. Work ongoing on the electronic resource allocation process that will pull together funding packages of support between health and social care - mirroring adult practice.

Ref	Name	Due	Status
■ CS18006.A	Progress the second phase of the SEND action plan –	31 March 2019	■
■ CS18006.B	Increase ASC School provision within Rochdale through development of resource provision and skills set	31 December 2018	■
■ CS18006.C	Develop the SEN Support plan and tracking	30 September 2018	■
■ CS18006.D	Reduction in School exclusion of SEND children see NDP7	31 March 2019	■
■ CS18006.E	Launch of transition Policy	31 October 2018	■
■ CS18006.F	Further progress the Multi agency 0 – 25 service in line with Family Service Model	31 March 2019	■

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■ CS18006.G Explore and make application for achieving the SEND quality mark for the Youth Offending Service	31 March 2019	■
CS18007 Lead the development of a School Readiness Strategy and embed practice in line with the School Readiness Action Plan	31 March 2019	■
<i>Development work to commence shortly for integrated working between Early Years, Childcare Settings and Health Visiting teams, implementation of nominated link practitioners, sharing of ASQ assessment information. Letter sent to childcare providers, process agreed with Health Visiting but awaiting senior health approval to progress.</i>		
<i>Task Group established for development of an Early years Communication and Language Pathway, mapping of existing provision completed. This task is now linked to GM Early Years Outcome Bid therefore review of action revised to March 2019 pending bid outcome</i>		
<i>School Readiness conference organised for 23rd November. 30 hour delivery fund project implemented, 30 hour access increased from 917 children in Autumn 2017 to 1,610 children in Summer 2018.</i>		
<i>Development work to commence shortly. Local representation on GM Early Years Workforce Strategy Group to support local development, service workforce audit undertaken against GM assessments and interventions. Revision of deadline to March 2019 to link this to the GM Workforce Academy Development Work.</i>		
Ref	Name	Due
■ CS18007.A	Launch of the Parent Portal for families within Rochdale.	30 June 2018
■ CS18007.B	School Readiness scorecard to include Greater Manchester indicators and regular reporting of performance outcomes to CYPP sub groups	31 July 2018
■ CS18007.C	Review of 1,001 days pathway pilot in Middleton, learn lessons, scale up to borough level and align with GM 8 Stage Model	30 September 2018
■ CS18007.D	Further development of integrated working between Early Years, Childcare Settings and Health Visiting teams, implementation of nominated link practitioners, sharing of ASQ assessment information.	30 September 2018
■ CS18007.E	Lead the development of an Early years Communication and Language Pathway and inform a refreshed strategy.	31 March 2019
■ CS18007.F	C-ordinate and deliver a multi-agency Early Years / School Readiness Summit	31 December 2018
■ CS18007.G	Increase take up of 30 hours within wards where this is lower through implementation of the 30 hours delivery fund.	31 January 2019
■ CS18007.H	Audit of the Early Years Workforce and production of workforce strategy linked to GM assessments and interventions	31 January 2019
CS18008 Implement the Ofsted Action Plan	31 December 2018	■

Implementation of the revised QA framework and auditing schedule has taken place. A report has been produced and explanations made clear.

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Heads of service are moderating all managers audits.

Revised the strengthening practice programme for phase 2 of the delivery the programme for SW's and managers. This has commenced.

EHASH model launched. Locality teams in place. QA work showing an increased understanding and consistent application of thresholds.

Strategic permanence group has met on 3 occasions. Commenced a baseline mapping for all cared 4 children in relation to plans of permanence and also to identify children who require life story. The strategic permanence group has agreed that a working group is to be set up to take forward actions for practice that are informed by the baseline findings. There is a clear plan of how to move the permanence strategy forward. A focused visit by Ofsted has taken place which will bench mark future progress.

Ref	Name	Due	Status
■ CS18008.A	Improved quality of practice and management oversight	31 December 2018	■
■ CS18008.B	Improved understanding and evaluation of what life is like for children and evaluation of the impact that practice has on improving their experience	31 December 2018	■
■ CS18008.C	Consistent application of threshold of need and decision making to step down or end care planning particularly for those children at risk of neglect or domestic abuse	30 September 2018	■
■ CS18008.D	All cared for children understand their own histories and have certainty about their plan for permanence	31 December 2018	■

CS18009 Redesign and implement the revised model for out of hours response for the most vulnerable children and adults	31 December 2018	■
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The shared service has continued to be explored in respect of EDT. The project lead in Bury has completed a paper on what a shared service could look like and presented options for Rochdale to consider. These options are being considered and early feedback has been provided to Bury regarding the paper presented. Options appraisal completed. Bury are now providing shared service. Recruitment for new post is underway.

A further meeting took place in September 2018 with children's and adult services. The initial scoping and design principles were discussed by the group. Reports to Senior Leadership Teams will be progressed for both Bury and Rochdale when the model has been agreed; this is expected early November 2018.

The options for a shared service have not been agreed as yet and we are not in a position to sign a shared service agreement. Endorsement at leadership level has taken place, move to implementation phase now.

Ref	Name	Due	Status
■ CS18008.A	Develop and implement shared service with Bury	31 December 2018	■
■ CS18009.B	Workshops and initial scoping of service need design principles completed.	30 June 2018	■
■ CS18009.C	Sign up for shared service proposal secured across both localities and	31 August 2018	■
■ CS18009.D	Stakeholder engagement event held	30 September 2018	■
■ CS18009.E	Implementation phase initiated	31 October 2018	■

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CS18010 Develop shared and innovative services to respond to children and families complex needs	31 March 2019	

Greater Manchester is continuing to develop a GM regional offer and the local offer will be aligned to this. Complex safeguarding lead has been appointed for GM and a work plan will be developed. Monies have been obtained from the DFE in respect of Complex Safe guarding and these are shaping local services. Currently progressing plans to have a co-located service that will manage local complex safeguarding issues on a multi-agency basis.

Consultation is underway in respect of innovation and these are on track to be presented and agreed at the programme board. The co-design has started in respect of the local offer around complex safeguarding. There is now a GM lead appointed. Stakeholder events have been arranged. Monies have been obtained from GMCA in order to lead on a strengthened early help/prevention approach to children and young people. The plans submitted by Rochdale outlining how this would be used were accepted. YOS links are already made with EHASH. There is to be an offer from YOS to the local plans to enhance the approach to complex safeguarding.

No wrong door implementation plan on track. Phased implementation during 2019/20. Overarching plan for strengthening families and ACT agreed, detailed plan progression during 2019/20.

Ref	Name	Due	Status
■ CS18010.A	Implement programme of innovation aligned with Greater Manchester transformation including adolescent offer, complex Safeguarding and pre-birth assessment service	31 March 2019	
■ CS18010.B	GM innovation proposals presented and agreed at Programme Board	30 September 2018	
■ CS18010.C	Co- design and stakeholder events held	30 September 2018	
■ CS18010.D	Local developments and service design phase initiated under agreed project plans	30 September 2018	
■ CS18010.E	Revised service specification and operational delivery model agreed across partnership	30 November 2018	
■ CS18010.F	Implement revised prevention offer from Youth Offending Service; target and respond to those at most risk of offending/re-offending	31 December 2018	

CS18011 Improve workforce stability	31 March 2019	
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Report presented to SLT (20th June 2018) which confirms the Rochdale approach to implementing NAAS. Project plan and Project board now in place to drive implementation. "Leading Relational Practice programme" commenced in July and builds on previous Strengthening Practice Programme in Rochdale. The programme is underpinned by the post qualifying practice standards to equip social workers and managers with the knowledge and skills to be ready to undertake NAAS (national assessment and accreditation). There will be two routes for Managers to endorse practitioners readiness to progress towards NAAS which are the portfolio progression route or the social workers annual PDR. The PDR framework is being revised to incorporate post qualifying professional standards (Knowledge and Skills Statements) Meeting with DfE link, 11th July 2018 confirmed we are on track with implementation.

Recruitment and Retention working group (combined with NAAS) is in place. Work programme in development which incorporates conditions for success, revised job descriptions and job adverts, informed by post qualifying social work standards (KSS), revised career pathway which

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supports continuous professional development, and learning from exit interviews. This will inform the refreshed recruitment and retention strategy to become a vibrant "Rochdale Offer". Ongoing work to develop the Rochdale Children's Social Care offer. Corporate agreement to revised terms and conditions. Constant recruitment activity through open days, compass event. Finalise recruitment and retention strategy in 2019/20.

Ref	Name	Due	Status
■ CS18011.A	Implement the NAAS (National Assessment and Accreditation System) to support social workers with their continuous professional development	31 March 2019	■
■ CS18011.B	Model for implementation agreed and signed off and progressing in line with DfE expectations.	31 July 2018	■
■ CS18011.C	Refresh the recruitment and retention strategy to become a vibrant "Rochdale Offer" for all social workers	31 December 2018	■
■ CS18011.D	Revise training and development programme to support NAAS and Rochdale local offer	31 October 2018	■
CS18012 Improve placement sufficiency for cared for children		31 October 2018	■

Cohort of children have been identified who need a bespoke family finding approach. Process and procedure has been agreed in how to progress this. Transformation monies have been obtained and this is being looked at in terms of marketing for identifying families who want to do specifically long term fostering. Strategic permanence group are cited on the progress of this and will be the group that will monitor the impact.

Sufficiency strategy has been reviewed and has been approved. Assessment and gap analysis is being undertaken in respect of foster carers to identify support and training needs. The Bridge has an action plan in place in terms of the core offer to SGO and fostering. Sufficiency model and options being progressed linked to innovation.

Consultation with foster carers continues via the forums. The working group as identified by the strategic permanence group will lead on seeking the views of stakeholders. A foster carer representative will be part of the working group that is going to look at a principle led approach and offer to children and carers.

Ref	Name	Due	Status
■ CS18012.A	Develop child centered bespoke family finding approaches informed by best practice, children and carers	31 October 2018	■
■ CS18012.B	Review sufficiency strategy from the perspective of children waiting to determine gaps and inform bespoke family finding	31 October 2018	■
■ CS18012.C	Consult with foster carers / adopters / children and staff, so the plan is vibrant and realistic and services are commissioned with meet identified needs	31 October 2018	■

CS18013 Implement revised statutory changes in Working Together 2018 to all safeguarding activity		31 March 2019	■
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The new arrangements under Working Together 2018 have remained the focus of the Board. A presentation was made to the Board Membership and it has remained a key agenda item since publication in July 2018. The proposed new arrangements document has been sent out to all partner agencies for consultation and early indications are that agencies are supportive of the proposed changes.

Work has continued in respect of the Transitional Arrangements and the plans for the implementation of the new Rochdale Multi-Agency Safeguarding Arrangements. The arrangements have been completed in report form and are currently out for consultation with all identified partner agencies. Work is being undertaken in respect of financial arrangements, changes for the Board Business Unit and a review of impact on other arrangements in place. A proposed date of June / July 2019 has been agreed. Further work is being undertaken in respect of the GM Standards Board. Key representatives across the region are in place and there continues to be a number of key areas of development. There is also opportunity to consider those areas where GM Local Authorities can come together to ensure effective and coordinated work is undertaken where appropriate. This would also include consideration of those agencies who would cover GM area and would need to be involved in individual arrangements. The changes in respect of CDOP are being put in place and timescales requested to meet the cessation of the Board arrangements. The plan remains for a GM CDOP.

The GM Standards Board provides the opportunity to ensure that regional issues are considered for all key partner agencies. Learning from Early Adopters are also being shared regionally via the Standards Board but also via the Regional Safeguarding Leads forum. Rochdale has also agreed to take part in an evaluation exercise sent out by Salford with regard to the Rapid Review and CSPR arrangements and fed back learning from involvement with the revised processes since July 2018.

Ref	Name	Due	
■ CS18013.A	Engage with partners to review the proposed changes in Working Together 2018	31 March 2019	■
■ CS18013.B	Undertake an options appraisal regarding different models of safeguarding in accordance with the new arrangements	31 March 2019	■
■ CS18013.C	Engage with regional partners and early adopter sites to implement learning.	31 March 2019	■