

Action Plan		Due Date	Status
<b>CS19001 Implement the School Improvement Strategy to improve pupil achievement at all key stages</b>		<b>31 March 2020</b>	
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>
<b>CS19001.A</b>	<b>Complete an evaluation of the impact of the Communication, Language and Literacy Project 2018-2019 on receipt of pupil outcomes in July 2019</b>	<b>31 August 2019</b>	
The service has begun to analyse the end of EYFS outcomes to identify the impact of the Communication and Literacy Project 2018-2019. This is on track to be reported within the timescale.			
<b>CS19001.B</b>	<b>Extend the Early Years Foundation Stage Communication Language and Literacy Development pilot initiatives where evidence of impact is most significant, ensuring focus on the most disadvantaged, including white British boys.</b>	<b>30 September 2019</b>	
This pending the completion of the evaluation report but is on track to be completed within the timescales. Briefing on the impact of the Communication, Language and Literacy pilot initiatives to Head teachers and Chairs of Governors. Service has identified targeted settings for the school year 2019- 2020			
<b>CS19001.C</b>	<b>Further develop School to School support and the deployment of Peer Review models to ensure that schools offer a broad and balanced curriculum which is in line with the revisions to the Ofsted framework from September 2019.</b>	<b>31 March 2020</b>	
This not to be initiated until September 2019			
<b>CS19001.D</b>	<b>Strengthen the accountability of the School Led system for School Improvement through the annual evaluative collaborative return and/or the implementation of the role of the Collaborative Challenge and Development Partner.</b>	<b>31 December 2019</b>	
Role of the Collaborative Challenge and Development Partner agreed with the primary Head teachers in the summer term. The role and process has been piloted with two collaborative partnerships.			
<b>CS19001.E</b>	<b>Complete SEND Peer Reviews in all secondary schools to ensure that the teaching is well-matched to the needs of SEN support pupils to enable improved progress through key stage 3 and 4</b>	<b>31 March 2020</b>	
This work is underway with a schedule of Peer Reviews to be conducted in the school year 2019-2020 completed.			
<b>CS19001.F</b>	<b>Increase the number of SEND peer reviews in the primary sector</b>	<b>31 March 2020</b>	
This work is underway with a schedule of Peer Reviews to be conducted in the Autumn term 2019-2020 completed.			

Action Plan		Due Date	Status
<b>CS19001.G</b>	<b>Develop an inclusion strategy with clear pathways to provision</b>	<b>31 March 2020</b>	
Inclusion scoping document completed, this work to be initiated in the Autumn term 2019			
<b>CS19002</b>	<b>Provide sufficient school places for all children within the Borough</b>	<b>31 March 2020</b>	
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>
<b>CS19002.A</b>	<b>Continuous review of the availability of primary and secondary school places and negotiation of additional places with schools for 2020.</b>	<b>31 March 2020</b>	
Primary and secondary places are subject to ongoing review. Cabinet approval will be sought in July 2019 for further expansions to meet forecasted need.			
<b>CS19002.B</b>	<b>Support the development of two secondary Free Schools which are required in the Borough for 2020 and 2022 respectively, the Council has approved release of sites for these.</b>	<b>31 March 2020</b>	
Cabinet has approved release of both sites. The Altus Trust and Star Academies Trust have been approved by DfE for secondary schools in Middleton and Pennine Townships respectively. Awaiting DfE timescales for development.			
<b>CS19002.C</b>	<b>Support the development of 75 place Free Special School (ASC) confirmed as successful 11th March subject to meeting terms of DfE offer.</b>	<b>31 March 2020</b>	
The annual School Building Maintenance Programme for 2019/20 has been prioritised and commissioned for delivery predominantly during summer 2019. Feasibility studies and construction projects have been commissioned for new school places. Further work proposed to develop full Estate Management Plan for each LA maintained school. Confirmed as successful 11th March subject to meeting terms of DfE offer. Cabinet has approved release of this site. DfE selection process is underway for trust to run the school.			
<b>CS19003</b>	<b>Realign services to embed, sustain and enhance the principles of Family Service Model as the vehicle for delivering all universal and early help services on a locality footprint.</b>	<b>31 March 2020</b>	
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>

Action Plan		Due Date	Status
CS19003.A	<b>Develop a project plan focused on mainstreaming the principles and functions of the family service model which aligns with the Troubled Families / Relationship manifesto / Early Years agenda, to ensure an integrated local early help offer</b>	31 October 2019	
<p>This remains dependent on some continued funding which will be confirmed by end of July 2019. In the interim, the Heads of Service for Early Help/FSM and Early Years have met to review the priorities for both the FSM approach and early years/school readiness agenda. This also includes the parental conflict offer. An implementation plan is being developed which will be in place by September and will reflect the financial decisions regarding the FSM. Funding has been confirmed for a further 6 months. SM lead and Early years school readiness lead have planned sessions to review early help services and mainstream principles of the model. While principles will be agreed by October 2019 the role out will be completed in April 2020.</p>			
CS19003.B	<b>Implement family service model plan</b>	31 March 2020	
<p>The implementation plan will be drawn up by September and plan for implementation from October</p>			
CS19003.C	<b>Align the Rochdale Relationships Manifesto Steering Group with the current FSM steering group to integrate the principle of early and local response to needs associated to family dysfunction/distress.</b>	31 October 2019	
<p>The lead for the Relationship Manifesto now attends the Early Help strategic steering group which brings together the FSM, place based agenda, Early Years and family conflict. The associated QA framework is being developed to ensure reporting across the spectrum and includes partner reporting. This is still developing but will be an embedded process by October. Aligned Early help school readiness relationship. FSM and place based into a single board that will meet in October 2019</p>			
CS19003.D	<b>Development of the delivery of daytime alternative curriculum programmes to extend high quality youth provision.</b>	30 September 2019	
<p>Pilot sessions arranged in Cardinal Langley High School and St Annes Academy for Autumn term. Discussions with two other schools to arrange programmes with those. Pilot session have now been arranged with Cardinal Langley, Falinge Park High School and Brownhill School</p>			
<b>CS19004 Continued implementation and embedding of the SEND (Special Educational Needs / Disabilities) reforms</b>		31 March 2020	
Ref.	Name	Due	Status
CS19004.A	<b>Implement the 0-25 SEND Strategy</b>	31 March 2020	

Action Plan		Due Date	Status
<p>The current SEND Strategy is in place and monitored via the CWD partnership board. Work has commenced at the SEND information day on the collaborative development of the new strategy 2020-2015. Target date for completion is November 2019 - progress is also tracked via the SEND Challenge meeting and is in the SEND Action Plan</p>			
<b>CS19004.B</b>	<b>Quality review each element of the end to end process for completion of Education, Health and Care Plans.</b>	<b>31 December 2019</b>	
<p>The new QA tool has now been developed. The QA process has now been linked into the Children's Service QA framework. Live auditing commencing in July within the EHCP team - Stage two is the QA function around the use of the graduated response . This is agenda item for the Head Teachers SEND task group meeting on the 9th July . Revised QA report has been developed in line with the ES format - first run of audits took place in September.</p>			
<b>CS19004.C</b>	<b>Review the effectiveness of the Short Break offer and redevelop the programme based on the findings of the Review.</b>	<b>31 March 2020</b>	
<p>Current retendering of short break provision is underway in line with parental views. Revised criteria in place in terms of allocation now in place to ensure greater access for more children is possible. Included a new group of targeted short breaks to enable holistic based intervention to be included. Re-tendering of holistic short break took place in September - no successful contracts awarded - re run of tendering process due in October.</p>			
<b>CS19005 Next phase of implementation of the School Readiness action plan, informed by the School Readiness Strategy.</b>		<b>31 March 2020</b>	
Ref.	Name	Due	Status
<b>CS19005.A</b>	<b>Implement local delivery of an Early Years Professional Development Programme and ensure that the Ages and Stages Questionnaire (ASQ) assessment data is available to inform school readiness planning.</b>	<b>31 March 2020</b>	
<p>Q1: Additional capacity secured and scoping work for the Professional Development Fund in progress. National provider confirmed, awaiting further information from Dfe. ASQ requirements written into the service specification for the current live procurement of Health Visiting Services. Q2: Professional Development Programme is meeting all project milestones and Rochdale is implementing the national pilot starting on the 6th September. ASQ assessment data is now available quarterly to the LA and School Readiness Group to inform school readiness planning for the borough.</p>			
<b>CS19005.B</b>	<b>Development and implementation of a multi-agency Early Years Communication and Language Pathway of assessments and interventions</b>	<b>31 March 2020</b>	
<p>Q1: Greater Manchester Communication and Language Stocktake visit booked for August and additional 0.5 capacity secured for one year to progress development and implementation of the pathway. LGA Peer Review on communication and language to be undertaken in October to support the implementation of effective communication interventions. Q2: GM Outcomes Stocktake visit completed, 0.5 additional capacity to be advertised, 50k of funding secured from GM to support implementation of an Early Years Communication and Language Pathway.</p>			

Action Plan		Due Date	Status
<b>CS19006 Improve workforce stability</b>		<b>30 September 2019</b>	
Ref.	Name	Due	Status
CS19006.A	<b>Refresh and strengthen the Recruitment and Retention Strategy.</b>	<b>30 September 2019</b>	
<p>Key elements of refreshed Recruitment and Retention Strategy in place or in the process of being agreed/implemented. Strategy on track for completion in September. Further implementation of key elements of the recruitment strategy (see action below).</p> <p>NAAS to be included in the progression pathway in the next quarter and refresh of the ASYE programme</p>			
CS19006.B	<b>Implement the Strategy to address social work capacity and reduce caseload pressures</b>	<b>31 July 2019</b>	
<p>Some slight slippage, social worker retention payments on target to be made in August 2019. Rolling social work advert continues with a further recruitment day planned for September. Social worker retention payment made in August 2019. New generic social worker recruitment advert developed, with a description in each advert of specific posts currently vacant. Recruitment day held on 9th September, considerable social media advertising. Reduction in turnover of social workers. Some reduction of caseload pressures in some teams.</p>			
<b>CS19007 Safely stabilise and reduce the number of children in need of protection and children cared for</b>		<b>31 March 2020</b>	
Ref.	Name	Due	Status
CS19007.A	<b>Implement the locality based social work offer.</b>	<b>31 December 2019</b>	
<p>A meeting has taken place with the two AD across CSC and EH to agree the parameters and the approach to moving forward.</p>			
CS19007.B	<b>Implement a whole service approach to adolescent neglect and risk, including those at risk of offending, incorporating the implementation of ACT and No Wrong Door.</b>	<b>31 March 2020</b>	

Action Plan	Due Date	Status
<p>A number of activities are underway to ensure this action is completed. Meeting held with regional lead to support scale and spread of ACT. No wrong door steering group in place providing strong governor for the programme of implementation. Further progress in implementing No Wrong Door with a "go live" date of 30th November. Increased focus on scale and spread of ACT in Autumn 2019. Complex Safeguarding Team positively peer reviewed.</p>		
<p><b>CS19007.C Work with families who have had children removed to reduce repeat removals in accordance with the Strengthening Families Model</b></p>	<p><b>31 March 2020</b></p>	<p></p>
<p>Research in Practice training scheduled on adolescent neglect. All elements will be brought together to promote a whole service approach. Set up meeting held with innovation unit and regional project lead to progress Strengthening families model in Rochdale. Financial resources in place (still need a seconded midwife) recruitment planned. Expect project to be in place by due date. Agreement reached that the team will sit within CSC with close links to EH especially Early Years as part of the 1001 days strategy Meeting has been held with Innovation Unit and CSC Senior Managers. Recruitment underway for the manager of the team. Further progress in implementing Strengthening Families Model – Theory of Change Meeting held 16th September 2019.</p>		
<p><b>CS19007.D Improve the effectiveness of child protection planning and pre-proceedings work to support children to live safely at home.</b></p>	<p><b>31 March 2020</b></p>	<p></p>
<p>This area continues to be re-prioritised in the service. There has been an increase in the number of pre-proceedings reviews taking place which has reduced the overall number of cases currently in pre-proceedings. A lead manager has been identified from Child Protection and Care Proceedings has been working with colleagues in the Information Unit to establish a pre-proceedings tracker. There has been some delay in this because of wider Children's Services priorities in the Information Unit (EYES implementation related), but we hope to trial a tracker during October 2019.</p>		
<p><b>CS19007.E Embed whole service approach to the proportionate management of risk for children at risk of harm from domestic abuse and neglect.</b></p>	<p><b>31 March 2020</b></p>	<p></p>
<p>Domestic Abuse and Neglect continue to feature heavily in the majority of child protection and care proceedings work in Children's Social Care. The Safeguarding Partnership Neglect training strategy is being re-launched with a focus on the child's journey. An external facilitator is being brought in to deliver a workshop. Phase 2 of the Strengthening Practice Relational Practice programme is being delivered through 'pods' which incorporates action learning based approaches. Membership of the pods is from across Children's Services who are working through two booklets on Neglect and Domestic Abuse. Work continues in relation to the Relationship Manifesto which has overseen the development and delivery of a number of programmes for families. A shortened delivery programme for Children's Social Care staff is being trialled.</p>		
<p><b>CS19008 Develop shared and innovative services to respond to children and families with complex needs</b></p>	<p><b>31 March 2020</b></p>	<p></p>
<p><b>Ref. Name</b></p>	<p><b>Due</b></p>	<p><b>Status</b></p>

Action Plan	Due Date	Status	
<b>CS19008.A Support children on the edge of care to live successfully in the community</b>	31 March 2020		
<p>No Wrong Door innovation programme on target to meet implementation plan timetable</p> <ul style="list-style-type: none"> <li>• Steering Group established in May with strong governance arrangements now in place</li> <li>• Deep Dive sessions with six children living in children's homes with a plan for fostering to support their plans moving forward at pace.</li> <li>• Work on cultural change progressing to support more children to live in stable family placements for the duration of their childhood and beyond</li> <li>• Young people's engagement in design and implementation of NWD subject to clear action planning</li> <li>• Stakeholder Events in April and July 2019 to engage partners and wider workforce</li> <li>• External support in place to ensure progression of the innovation from the Innovation Unit and GM, as well as peer learning from all six participating authorities.</li> </ul> <p>Local model designed, staff consultation underway, children and young people involved in co-designing the approach and the NWD provocations are being included in key strategies supporting work with children – e.g. Fostering Strategy, Permanence Strategy.</p>			
<b>CS19008.B Safely reduce the number of children in care</b>	31 March 2020		
<p>Better understanding of cohorts of children is improving practice. Improved needs led plans being rolled out (particularly child protection plans). Resource Panel rigorously focusing on alternatives to care where safe and feasible. Numbers of children in care have stabilised since March 2019, with a small reduction in numbers at the end of Q2.</p>			
<b>CS19008.C Reduce the likelihood of placement disruption</b>	31 March 2020		
<p>No Wrong Door "deep dive" methodology and provocations starting to be used to increase placement stability. (see action in respect of permanence strategy NDPG)</p>			
<b>CS19008.D Work with families whose circumstances have changed to identify if future children can be safely cared for</b>	31 March 2020		
<p>Strengthening Families Project in progress, as referenced above to work with parents who have had previous children removed, to prevent reoccurrence.</p>			
<b>CS19009 Secure permanence for more children, ensuring there are sufficient local placements and choice where children need to be cared for / adopted</b>		31 March 2020	
Ref.	Name	Due	Status

Action Plan		Due Date	Status
CS19009.A	<b>Refresh and embed our sufficiency strategy to ensure we deliver a wider range of local placements, including restoring fostering to a position of growth.</b>	31 March 2020	
<p>Q1 2019-20 Work on a refreshed sufficiency strategy has begun with a view to completion by end of Q2 for publication in Q3. Work has been undertaken on the sufficiency strategy with a draft ready to be presented through governance routes(SMT, SLT in October and to determine final council sign off arrangements). Final version ready for publication by March 2020.</p>			
CS19009.B	<b>Embed the agreed approach to permanence for all children.</b>	31 December 2019	
<p>Work ongoing through strategic permanence group to embed permanence strategy. A near final draft of the Placement Strategy has been developed which includes No Wrong Door Propositions. The approach to permanence has been shared at a practice managers Briefing and IRO liaison meeting. An implementation plan for the strategy is being developed.</p>			
CS19009.C	<b>Build in placement the placement stability framework for all cared for children and care leavers.</b>	31 December 2019	
<p>Work is ongoing to build this in. Currently placement stability has deteriorated which is linked in part to the availability of foster carers and placements. Placement stability meetings happen proactively and the expectation of using both stability meeting proactively and disruption meetings retrospectively has been shared and is part of the permanence strategy. Continue to build in framework.</p>			
<b>CS19010 Implement and embed the New Multi-Agency Safeguarding Arrangements to replace the RBSCB as per Working Together 2018 in respect of all safeguarding activity</b>		31 March 2020	
Ref.	Name	Due	Status
CS19010.A	<b>Implement new arrangements from 11th July 2019</b>	31 July 2019	
<p>Complete launch at the RBSCP on 10 July 2019 , all information of the launch on the website.</p>			
CS19010.B	<b>Undertake an evaluation of the new arrangements with partner agencies.</b>	31 December 2019	
<p>Rochdale Safeguarding Children Partnership will continue to review the New Arrangements and will plan a formal evaluation with partner agencies after an agreed period (by December 2019)</p>			
CS19010.C	<b>Engage with regional partners in respect of scrutiny of arrangements and developing GM approach</b>	31 March 2020	

Action Plan	Due Date	Status
A Greater Manchester monitoring of the New Arrangements is already underway with Rochdale Safeguarding Partners contributing. Any formal scrutiny process will be implemented via a GM Safeguarding Partnership timetable.		