

Action Plan		Due Date	Status
CS19001 Implement the School Improvement Strategy to improve pupil achievement at all key stages		31 March 2020	
Ref.	Name	Due	Status
CS19001.A	Complete an evaluation of the impact of the Communication, Language and Literacy Project 2018-2019 on receipt of pupil outcomes in July 2019	31 August 2019	
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.			
CS19001.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.	30 September 2019	
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			
CS19001.C	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.	31 March 2020	
Curriculum review framework now in place within the borough's secondary schools.			
CS19001.D	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.	31 December 2019	
Role of the Collaborative Challenge and Development Partner agreed with the primary Head teachers in the summer term 2019. The role and process has been piloted with two collaborative partnerships. 2019. This now in place in all of the primary collaborative partnerships with the exception of one where an alternative mechanism to hold the schools to account is in place.			
CS19001.E	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	31 March 2020	
All secondary settings have engaged within a peer review for SEND and/or inclusion			
CS19001.F	Increase the number of SEND peer reviews in the primary sector	31 March 2020	

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The number of peer reviews in primary have increased however there are further to be completed from 1st April onwards.			
CS19001.G	Develop an inclusion strategy with clear pathways to provision	31 March 2020	
Inclusion Strategy consultancy work completed with finalised recommendations			
CS19002	Provide sufficient school places for all children within the Borough	31 March 2020	
Ref.	Name	Due	Status
CS19002.A	Continuous review of the availability of primary and secondary school places and negotiation of additional places with schools for 2020.	31 March 2020	
Primary and secondary places are subject to ongoing review. Cabinet approval received in July 2019 to create additional primary places at St John's Thornham CE and Castleton CP Primary Schools and an additional 120 year 7 places across all secondary schools. Cabinet approval will be sought as necessary for further expansions to meet forecasted need.			
CS19002.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.	31 March 2020	
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.			
CS19002.C	Support the development of 75 place Free Special School (ASC) confirmed as successful 11th March subject to meeting terms of DfE offer.	31 March 2020	
Confirmed as successful 11th March subject to meeting terms of DfE offer. Cabinet has approved release of this site and commencement of ground investigations authorised. DfE selection process is underway for trust to run the school, interviews held in January 2020. Awaiting DfE timescales for development.			
CS19003	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.	31 March 2020	
Ref.	Name	Due	Status

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CS19003.A	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	31 October 2019	
Restructuring and integrating early help and early years services in order to sustain an early help model.			
CS19003.B	Implement family service model plan	31 March 2020	
The implementation plan will be drawn up by September and plan for implementation from October			
CS19003.C	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.	31 October 2019	
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			
CS19003.D	Development of the delivery of daytime alternative curriculum programmes to extend high quality youth provision.	30 September 2019	
Pilot sessions arranged in Cardinal Langley High School and St Anne's 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			
CS19004 Continued implementation and embedding of the SEND (Special Educational Needs / Disabilities) reforms		31 March 2020	
Ref.	Name	Due	Status
CS19004.A	Implement the 0-25 SEND Strategy	31 March 2020	
Through collaborative work with parents Rochdale's New SEND Strategy has taken on a very different look and feel. It set out on the basis of "You said- We did "We have agreed the 10 shared outcomes that we all will be working towards across the SEND landscape. The completion date has been put back for final sign off for Feb 2020 to allow time to accommodate Christmas person. The CWD partnership board approve the work to date on the 04-12-19. Final stage is organisation completing activity section			

Action Plan		Due Date	Status
CS19004.B	Quality review each element of the end to end process for completion of Education, Health and Care Plans.	31 December 2019	
<p>Audit run took place but the process of random file sampling did not work as expected and that has now be rectified – So while audit were done not on file we wanted so we have a recovery plan in place to recover. Note the audit tool now operates from the child's experience/ child voice been seen within the work - once the audit are re run and completed in Dec we will be able to move to 100%.</p>			
CS19004.C	Review the effectiveness of the Short Break offer and redevelop the programme based on the findings of the Review.	31 March 2020	
<p>Short break retendering phase 1 and 2 completed. Gaps in offer in terms of under 6's and limited art provision now been addressed within phase 2. Holistic short break offer is now being progress through direct contracting conversation. In addition work is now underway to get all the care agencies on a single frame work. All providers are now having unannounced spot checks to strength quality assurance. Universal short break offer has been reviewed jointly with parents. Universal offer has been retendered successfully and offer developed further Matrix on the local offer has been updated to reflect the improved short break offer</p>			
CS19005 Next phase of implementation of the School Readiness action plan, informed by the School Readiness Strategy.		31 March 2020	
Ref.	Name	Due	Status
CS19005.A	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.	31 March 2020	
<p>EYPD programme is established, with champions in place who are trained. ASQ data available quarterly.</p>			
CS19005.B	Development and implementation of a multi-agency Early Years Communication and Language Pathway of assessments and interventions	31 March 2020	
<p>Initial pathway in place, this will be reviewed as new interventions are implemented. Speech Therapist secured to develop new interventions with staff, community research in development to support understanding of future requirements. GM positively reviewed project.</p>			

Action Plan		Due Date	Status
CS19006 Improve workforce stability		30 September 2019	
Ref.	Name	Due	Status
CS19006.A	Refresh and strengthen the Recruitment and Retention Strategy.	30 September 2019	
NAAS now included in progression pathway - refreshed ASYE programme to be finalised.			
CS19006.B	Implement the Strategy to address social work capacity and reduce caseload pressures	31 July 2019	
This has now been complete.			
CS19007 Safely stabilise and reduce the number of children in need of protection and children cared for		31 March 2020	
Ref.	Name	Due	Status
CS19007.A	Implement the locality based social work offer.	31 December 2019	
Step down pilot ready to roll out.			
CS19007.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.	31 March 2020	
Strengthening Families, Protecting Children bid secured – intensive work with North Yorkshire to extend the scale and spread of NWD to achieve systemic change. Revised “go live date” is now 1st April, with incremental changes taking place in practice now.			
CS19007.C	Work with families who have had children removed to reduce repeat removals in accordance with the Strengthening Families Model	31 March 2020	

Action Plan	Due Date	Status	
<p>CS19007.D Improve the effectiveness of child protection planning and pre-proceedings work to support children to live safely at home.</p> <p>This area has been successfully re-prioritised in the service. A significant number of child protection plans have been ended successfully. The service worked hard to work through a significant number of pre-proceedings reviews which were outstanding which has reduced the overall number of cases currently in pre-proceedings. A pre proceedings tracker is now in place, underpinned by robust processes, including review systems. Performance information is received from legal services and reviewed in performance clinics. The terms of reference for Legal Gateway have been reviewed, the quality of work presented has improved significantly. Decision making is robust, clear and recorded fully. Priority areas of work for the next year include: review of 2nd time CP Plans, timeliness of pre and care proceedings and service user engagement strategy in child protection.</p>	31 March 2020		
<p>CS19007.E Embed whole service approach to the proportionate management of risk for children at risk of harm from domestic abuse and neglect.</p> <p>Safe and together is to be rolled out in the New Year, professor Jan Howarth has delivered working with neglect relational training to representative practitioners in all teams and managers across children's services.</p>	31 March 2020		
<p>CS19008 Develop shared and innovative services to respond to children and families with complex needs</p>	31 March 2020		
Ref.	Name	Due	Status
<p>CS19008.A Support children on the edge of care to live successfully in the community</p> <p>Strengthening Families, Protecting Children bid successful. Discovery Days with North Yorkshire held on 5th and 6th November with costed proposal and month by month work plan submitted to the DfE by the due date 4th December 2019</p>	31 March 2020		
<p>CS19008.B Safely reduce the number of children in care</p> <p>Numbers of children in care continuing to make small reductions; progression of No Wrong Door will support reducing numbers of children cared for.</p>	31 March 2020		
<p>CS19008.C Reduce the likelihood of placement disruption</p>	31 March 2020		

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<p>Children now subject to "deep dive" methodology – approach is also being used proportionately by C4C Practice Managers with children in placements, to reduce the likelihood of placement disruption.</p>			
CS19008.D	Work with families whose circumstances have changed to identify if future children can be safely cared for	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>			
CS19009 Secure permanence for more children, ensuring there are sufficient local placements and choice where children need to be cared for / adopted		31 March 2020	
Ref.	Name	Due	Status
CS19009.A	Refresh and embed our sufficiency strategy to ensure we deliver a wider range of local placements, including restoring fostering to a position of growth.	31 March 2020	
<p>Draft version of the sufficiency strategy has been presented to SLT and requires some further amendments which will be undertaken by the end of April Robust work has been undertaken via our "Project Fostering" action plan with increased recruitment activity that started to show significant increases in recruited carers during Q3 & Q4. The overall impact has been a slight fall in reliance on external placements from 181 to 157 during the year and this includes a fall in external foster placements from 99 to 85.</p>			
CS19009.B	Embed the agreed approach to permanence for all children.	31 December 2019	
<p>Permanence strategy has been finalised and circulated across the directorate. Most Social Workers have attended permanence briefings based on the new strategy. This includes reinforcing the linkages between the permanence strategy and No Wrong door provocations. Posters have been designed and circulated. IROs have been briefed and are aware that a plan for permanence should be developed by the second review and this is part of the meeting expectations.</p>			
CS19009.C	Build in placement the placement stability framework for all cared for children and care leavers.	31 December 2019	
<p>A permanence tracker is in operation to highlight long term match eligibility. New operating procedures have been written and circulated to enable straightforward long term matches to be approved by an internal panel as opposed to full fostering panel. Meeting schedule booked for the summer and C4C and (where relevant) CP&Court and FRT managers asked to book cases on. All children with 3 or more placement moves reviewed in C4C Performance Clinic. Work has been done to train staff in use of genogram and pen pictures and audits show increasing evidence of files with pen pictures and genograms. The expectation of deep dive, stability and disruption meetings embedded - although still used in a planned way rather than in a universal way. PMs increasingly confident in chairing these meetings - some of which have now taken place remotely. Life story work identified through audits as an area of ongoing development.</p>			

Action Plan		Due Date	Status
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		31 March 2020	
Ref.	Name	Due	Status
CS19010.A	Implement new arrangements from 11th July 2019	31 July 2019	
Complete launch at the RBSCP on 10 July 2019, all information of the launch on the website.			
CS19010.B	Undertake an evaluation of the new arrangements with partner agencies.	31 December 2019	
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)			
CS19010.C	Engage with regional partners in respect of scrutiny of arrangements and developing GM approach	31 March 2020	
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.			