







































Action Plan		Due Date	Status	%Complete
CS2001 Implement the School Improvement Strategy to improve pupil achievement at all key stages		31 March 2021		39%
Ref.	Name	Due	Status	% Complete
CS2001.A	Embed Communication and Language strategy within the 50 settings by revisiting training, monitoring, implementation and impact	31 March 2021		50%
During lockdown, training related to the language and communication project has continued remotely. Whilst there is considerable Instability in schools, the service continues to support schools in implementing this work.				
CS2001.B	Extend the EYFS CLL strategy to the remaining 18 primary settings and into year 1 classes	31 March 2021		25%
The service has identified Reception settings and year 1 classes as part of the next cohort of project schools for the CLL strategy. Training is being delivered in the Autumn term.				
CS2001.C	Develop a 2021 leavers catch up strategy	31 March 2021		60%
This work has been initiated through the secondary curriculum leaders project group and has been incorporated into the annual plan for the Pioneer's trust				
CS2001.D	To strengthen the support and challenge to under-performing secondary settings by ensuring robust data conversations	31 March 2021		50%
Data conversations for secondary schools have been initiated and will be completed to this timescale. Quality assurance will be in place to evaluate the challenge dialogue				
CS2001.E	Deployment of School Improvement Partners establishing bespoke support plans	31 March 2021		100%
Initial KIT conversations have been started for the new school year and SIPs have been deployed. By November 2020, this process will have been completed and bespoke plans for priority schools will be established.				
CS2001.F	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 2021		40%
This work stream to be incorporated into the annual plan for the Pioneer's trust				
CS2001.G	To ensure all primary schools have participated within a SEND peer review or a SEND audit of practice focusing on pupils' emotional mental health of pupils	31 March 2021		0%
This is to be initiated				





Action Plan		Due Date	Status	%Complete
CS2001.H	Work with schools and partners to commence the implementation of the recommendations from the Inclusion Strategy	31 March 2021		0%
This is to be initiated				
CS2001.I	To work with schools to determine intervention and catch-up strategies to minimise the impact of Covid19 on educational outcomes	31 March 2021		30%
Initial KIT conversations to gather intelligence from the school system on learning gaps and early intervention.				
CS2002 Provide sufficient school places for all children within the Borough		31 March 2021		58%
Ref.	Name	Due	Status	% Complete
CS2002.A	Review of the availability of primary and secondary school places and negotiation of additional places with schools and DfE for 2021	31 March 2021		65%
Reports to Cabinet for both Primary and Secondary sectors on 29th September 2020 providing updated position and required actions.				
CS2002.B	Support the delivery of two secondary Free Schools which are required in the Borough for 2021 and 2022 respectively, the Council has approved release of sites for these	31 March 2021		60%
Middleton - Edgar Wood Academy opening planned on Bowlee site September 2022, outline planning application to be decided upon 13th October. Early opening in temporary accommodation proposed for September 2021 on Hopwood Hall College site subject to DfE confirmation before end of year. Pennines - Star Academy Trust appointed. Trust plan to self-deliver with assistance/approval from DfE. Surveys underway on site and pre-application Planning meetings scheduled. Informal indications from DfE that September 2022 delivery is unlikely and it may now be 2023.				
CS2002.C	Commence the development of 75 place Free Special School (ASC) with DfE and New Bridge Trust	31 March 2021		50%
Site approved by Cabinet. New Bridge Academy specific brief negotiated between Trust and DfE. Meetings held between RBC Heads of Service and Trust to understand local SEN cohort needs. Stakeholder engagement event planned. Opening date pending confirmation by DfE.				
CS2003 Realign early help, relational and school readiness services on an integrated locality footprint to ensure effective mainstreaming of the Family Service Model		31 March 2021		60%



Action Plan		Due Date	Status	%Complete
Ref.	Name	Due	Status	% Complete
CS2003.A	Design a Family Offer to be delivered across localities following the review of Early Help and Early Years Services that when implemented will deliver relational and integrated early help, parenting and school readiness	31 March 2021		50%
<p>Staff recruitment following service review completed; staff allocated to localities and resourced on a formula basis to teams; new localities identified; locality management teams established. New parenting offer in place. Speech Therapist recruited to support new communication and language interventions. Family offer on track to be delivered from April 2021 and design underway.</p>				
CS2003.B	Youth Service to complete community profiles/needs analysis based on young people's needs in the community	31 January 2021		70%
<p>Locality based youth workers gathering intelligence based on young people needs. Draft profiles for individual areas due for submission Nov 2020.</p>				
CS2003.C	Improved communication of support programmes to school to extend high quality youth provision	31 January 2021		60%
<p>Provision has been established and is up and running. Referrals are being made from some schools. Further comms work is needed to ensure that schools are aware of the offer and how the offer can support the prevention of permanent exclusions. Further development in term of comms on how the AP links to work in the community in terms of tackling serious youth violence</p>				
CS2004 Continued implementation and embedding of the SEND (Special Educational Needs/ Disabilities) reforms		31 January 2021		64%
Ref.	Name	Due	Status	% Complete
CS200A.A	Collaboratively develop the five year SEND Support Strategy	31 January 2021		50%
<p>Agreed to report CWD Partnership Board December 2020.</p>				
CS2004.B	Increase the effective use of SEND Support Plans to embed the graduated response to reduce need/dependency on EHCP	30 December 2020		60%
<p>SEND Task & Finish Group has developed and agreed All Age SEND Support Plan. Working collaboratively with Head teachers to embed the use of Support Plans to ensure effective provision of support.</p>				

Action Plan		Due Date	Status	%Complete
CS2004.C	Re-design the formulation of EHCPlans with Health, Care and Education to ensure that the plans are effective and acted upon	30 November 2020		70%
<p>The work on the requests for EHCP for professionals and parents/ carers has been completed and rolled out Professional advice form have been updated QA activity took place in July with HYM/ CANONs and EHCP team to inform joint training. Capacity in the EHCP has been grown to support addition input around annual review and activity around monitoring of outcomes Implementation of the Designated Social Care Officer role will support this work.</p>				
CS2004.D	Implement a Joint Health/Social Care and Education Quality assurance EHCP framework	30 September 2020		75%
<p>Work on a joint QA framework has been delayed – revised plan on this to be presented to the December CWD Partnership Board – Joint QA activity took place in July 2020. Weekly SEND touch base meeting agree Action plan to complete this activity for December.</p>				
CS2004.E	Extend the current unassessed short break offer to increase impact	30 December 2020		60%
<p>Current tendering ongoing - Offer development has been limited due to COVID but with COVID we have identified alternative offers that are now being grown in terms of Gaming / Activity Pack work - Issue identified around the take up as more families are moving to accessed short break option / This action has seen slippage and the completion time will be beyond end of October</p>				
CS2004.F	Commence the Preparing for Adulthood training offer across all agencies	30 December 2020		70%
<p>The training offer agreed and scheduled for delivery. Parent / Carer Forum and all Partners engaged. Transition Policy being developed.</p>				
CS2005 Improve the quality and integration of age related assessments, and ensure continued sufficient childcare across the borough following the impact of Covid 19		31 March 2021		100%
Ref.	Name	Due	Status	% Complete
CS2005.A	Digitisation of Early Years assessments through the GM Early Years App in partnership with Northern Care Alliance and in line with the GM digitisation strategy	31 March 2021		100%
<p>Digitalisation of ASQ assessments went live in September 2020 for Rochdale and Bury, the first nationally. Following the success of this, Rochdale have agreed to also digitise WellComm assessments.</p>				

Action Plan		Due Date	Status	%Complete
CS2005.B	Review and update service strategy to ensure childcare sufficiency in response to covid. Increased childcare brokerage; communication with childcare providers; implement a flexible funding approach	30 July 2020		100%
Service Procedures updated with new offer to providers in place, additional brokerage process in place and being provided, covid funding approach implemented for sector. Currently an excess of childcare places, which will be monitored in terms of take up of free entitlement.				
CS2006 Workforce stability is maintained and strengthened		31 March 2021		55%
Ref.	Name	Due	Status	% Complete
CS2006.A	Provide more development opportunities for employees from black and minority ethnic communities	31 March 2021		60%
A range of workshops have taken place across the services with colleagues from black and minority communities to consider issues and barriers relating to their employment within Rochdale council and as a result of the Black Lives Matter (BLM) leadership development opportunities are being developed for colleagues of a black and minority ethnic background. Strategic planning group focussed in strategies to provide greater opportunities. Focus group & BAME workers has agreed 3 immediate actions.				
CS2006.B	Implement the recruitment and retention strategy to reduce the number of children who experience a change in social worker	31 March 2021		60%
Recruitment and retention approaches have been reviewed and refreshed with plans in place to have two recruitment campaigns running concurrently. One for experienced staff and the one for newly qualified social workers. A recent recruitment campaign for a senior management post has attracted a high number of good calibre applicants.				
CS2006.C	Establish mechanisms to ensure that staff at every level in the organisation influence strategy and practice standards	31 March 2021		45%
The annual appraisal and PDR process has been reviewed and relaunched, a range of meetings and workshops are in place to allow staff at every level of the organisation to influence strategy and practice standards. Stakeholder groups established for Improvement Plan.				
CS2007 Safely stabilise and reduce the number of children in need of protection and children cared for through embedding innovative approaches		31 March 2021		58%
Ref.	Name	Due	Status	% Complete

Action Plan	Due Date	Status	%Complete
CS2007.A Further develop No Wrong Door / ACT to: Support children edging towards care to live successfully in the community, support children in care to live in family placements, promote the safeguarding of adolescents, enabling them to have security in their care	31 March 2021		50%
<p>The No Wrong Door model and ACT approach are being further developed to align and embed a wider adolescent offer to help support children living successfully in the community and help reduce placement moves in the care of the local authority.</p>			
CS2007.B Implement the Strengthening Families (NEST) programme	30 September 2020		100%
<p>The NEST team is now fully operational and has started to accept cases both on Pathway A and Pathway B. The team structure is in place and settled. The training package to be delivered by the Strengthen Practice team is due to commence in October 2020 which will strengthen the operational ethos of the NEST team.</p>			
CS2007.C Embed the Family Services Model to identify and respond to neglect at the earliest stage in families	31 January 2021		40%
<p>Family Service Model mainstreamed into Early Help and Early Years Service providing a whole family focussed service. Reviewed pathways with EHASH are in development, Neglect competencies shared across wider multi agency early help workforce at locality level and through childcare network meetings. Neglect scorecard in development linked to the CS Improvement Plan. EHASH and Locality are working together to launch the Family First Pilot in locality which be supported by Children Social Care, this programme will adopt a closer working relationship with families who are likely to be affected by longer term neglect issues without longer term appropriate interventions in place to help families sustain change longer term. EHASH and Localities are starting to plan for the implementation of MASH gatherings reducing in EHASH and EHA being the working document. This process will reduce MASH gatherings and add more value for family interventions. The process will ensure families only have to tell their story once and will provide a holistic working plan for partners in locality therefore providing a streamline approach with a consistent read across from EHASH to Locality. There will be a concentration on graded care profiles in locality and EHASH and support will be provided to partners who may require this approach.</p>			
CS2007.D Implement a service wide engagement strategy for young people, parents and carers	31 January 2021		40%
<p>This is now been linked to the Life in a Child's shoe's strategy and is being progressed to support the No Wrong Door initiative. A task and finish group has been established and is meeting in order to progress this further and fully support the implementation of NWD and also embed the approach across all service areas involving every child. The changes to the Child Protection Case Conferences to an inclusive and relational approach will focus on the inclusion of young people and their families in their conferences to ensure their views are heard and that the CP plans are then driven by the families and to the professionals. This piece of work has been directly affected by the Covid 19 situation and it has led to some delay.</p>			
CS2007.E Implement and embed the Child First Offender Second Strategy (incorporating the Youth Violence Strategy and HMIP inspection action plan)	31 January 2021		60%
<p>Child first offender second strategy implemented & progress against the associated action plans are being monitored via the Bury & Rochdale Youth Justice Partnership Board. HMIP inspection report in June 2020 highlighted that 'There is a clear 'Child First' vision guiding the work of the YJS, established and promoted by the Board and management, and providing staff and partners with a clear purpose'.</p>			

Action Plan		Due Date	Status	%Complete
CS2008 Secure permanence for more children, ensuring there are sufficient local placements and choice where children need to be cared for / adopted		31 March 2021		50%
Ref.	Name	Due	Status	% Complete
CS2008.A	Implement the sufficiency strategy	31 March 2021		60%
An update sufficiency strategy has been agreed and will be implemented by March 2021.				
CS2008.B	Implement Project fostering to restore in-house fostering services to a position of growth. In particular implement: Mocking Bird, PACE practice model, Secure Base, supported lodgings provision	31 March 2021		30%
Continuing to be implemented. Recruitment to Mocking Bird is taking place. Supported lodgings is being agreed and recruited. PACE practice model rolled out across service.				
CS2008.C	Implement the Permanence Strategy 2019/20	31 December 2020		70%
Permanence Strategy agreed and permanence panel is to be implemented from November 2020. Arrangements to match children to long term placements are agreed and in place.				
CS2008.D	Review and embed the functions of the Post Order & Permanence Team to achieve success for children living with their family in the community	31 October 2020		40%
Post order and Permanence team completed with proposals of development of this team to be implemented in November 2020.				
CS2009 Children's Services lead proactive relational practice within partnership arrangements		31 March 2021		48%
Ref.	Name	Due	Status	% Complete
CS2009.A	Revise and review the Rochdale Safeguarding Children Partnership infrastructure in order to embed relational practice across the partnership	31 December 2020		40%

Action Plan	Due Date	Status	%Complete	
<p>This requires a whole system change and this has been delayed due to the Covid crisis. It is important to note that Rochdale has continued to hold Child Protection Case Conferences throughout with the Chair and the minute taker being present and other attendees joining virtually. Parents and carers have been invited to attend the Initial Case Conferences in person throughout the crisis. We then progressed to Parents being invited to attend all case conferences and this remains the current situation. The plans to remodel the service to the more relational and inclusive case conferences using restorative and relational practice is being scheduled to take place between October 2020 and March 2021 with a plan that this method of completing case conferences will be fully embedded in April 2021.</p>				
CS2009.B	Implement a Contextual Safeguarding approach to understand and respond to young people's experiences of significant harm beyond their families	31 March 2021		50%
<p>Plans in place to pilot a contextual approach in one area of Rochdale by March 2021.</p>				
CS2009.C	Support Adult Services to implement a transitional safeguarding response, providing support and safeguarding beyond 18 years	31 March 2021		55%
<p>Adult services Transitional Team in place. Work continuing to develop overall approach.</p>				