







































Action Plan		Due Date	Status	%Complete
<b>CS2001 Implement the School Improvement Strategy to improve pupil achievement at all key stages</b>		<b>31 March 2021</b>		<b>50%</b>
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>	<b>% Complete</b>
CS2001.A	<b>Embed Communication and Language strategy within the 50 settings by revisiting training, monitoring, implementation and impact</b>	<b>31 March 2021</b>		<b>75%</b>
In quarter 3 we have been able to revisit and embed the principles and approach of the CLL project across the borough.				
CS2001.B	<b>Extend the EYFS CLL strategy to the remaining 18 primary settings and into year 1 classes</b>	<b>31 March 2021</b>		<b>75%</b>
Training for year 1 classes has taken place in the Autumn term in addition to further progressing work within nursery and Reception classes.				
CS2001.C	<b>Develop a 2021 leavers catch up strategy</b>	<b>31 March 2021</b>		<b>60%</b>
Work with the Secondary curriculum deputies group has continued. Schools are reviewing their curriculum offer to ensure breadth of curriculum offer and interventions.				
CS2001.D	<b>To strengthen the support and challenge to under-performing secondary settings by ensuring robust data conversations</b>	<b>31 March 2021</b>		<b>50%</b>
Data conversations have been completed with all of the secondary schools. The service has reconvened work with our secondary schools who are categorised as SCC. Second recovery conversations are taking place with increased focus on schools who saw a decline in outcomes in 2019.				
CS2001.E	<b>Deployment of School Improvement Partners establishing bespoke support plans</b>	<b>31 March 2021</b>		<b>100%</b>
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	<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 2021</b>		<b>40%</b>
This workstream no longer in progress due to the pandemic.				
CS2001.G	<b>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</b>	<b>31 March 2021</b>		<b>0%</b>






Action Plan		Due Date	Status	%Complete
This workstream no longer in progress due to the pandemic.				
<b>CS2001.H</b>	<b>Work with schools and partners to commence the implementation of the recommendations from the Inclusion Strategy</b>	<b>31 March 2021</b>		<b>25%</b>
During quarter 2 we have identified progress in a number of areas in the Inclusion Strategy to include; the implementation of Behaviour Improvement panels, development of a the KS4 vocational offer, revision of the management move protocols, extension of the Rochdale Attachment Friendly Schools Programme				
<b>CS2001.I</b>	<b>To work with schools to determine intervention and catch-up strategies to minimise the impact of Covid19 on educational outcomes</b>	<b>31 March 2021</b>		<b>30%</b>
Second KIT conversations have been initiated with schools, these conversations focus on learning gaps, interventions and early impact of intervention.				
<b>CS2002 Provide sufficient school places for all children within the Borough</b>		<b>31 March 2021</b>		<b>60%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2002.A</b>	<b>Review of the availability of primary and secondary school places and negotiation of additional places with schools and DfE for 2021</b>	<b>31 March 2021</b>		<b>70%</b>
Reports to Cabinet for both Primary and Secondary sectors on 29th September 2020 providing updated position and required actions. No further updates for Q3				
<b>CS2002.B</b>	<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</b>	<b>31 March 2021</b>		<b>60%</b>
Middleton - Edgar Wood Academy opening planned on Bowlee site September 2022, outline planning approved October 2020. Early opening in temporary accommodation proposed for September 2021 on Hopwood Hall College site subject to DfE confirmation before national offer day. 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.				
<b>CS2002.C</b>	<b>Commence the development of 75 place Free Special School (ASC) with DfE and New Bridge Trust</b>	<b>31 March 2021</b>		<b>50%</b>
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. No further updates for Q3				





Action Plan		Due Date	Status	%Complete
<b>CS2003 Realign early help, relational and school readiness services on an integrated locality footprint to ensure effective mainstreaming of the Family Service Model</b>		<b>31 March 2021</b>		<b>86%</b>
Ref.	Name	Due	Status	% Complete
CS2003.A	<b>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</b>	<b>31 March 2021</b>		<b>100%</b>
<p>All early help and early years services have now been integrated under the umbrella of the Family Service Model with Children's Centres and Locality teams merging, becoming co-terminus and delivering a whole family approach. In Pennine locality this includes further work with the Place team considering a whole system Children's and Adults approach through the Pennine Co-operative Place Partnership. The parenting offer has been reviewed and a new blended offer implemented through virtual and face to face delivery on a needs led basis, evolving from timetabled term time courses to ensure interventions respond to family need. Parenting and relational programmes have been integrated and are co-ordinated by a specific team, and there are currently 7 evidenced based programmes available for families with children of all ages. A consistent virtual and face to face covid family offer is in place at a locality level to respond to the current needs of families, this will be reviewed as restrictions change with lessons learnt from this period influencing the family offer going forward.</p>				
CS2003.B	<b>Youth Service to complete community profiles/needs analysis based on young people's needs in the community</b>	<b>31 January 2021</b>		<b>80%</b>
<p>Draft Community profiles have been completed. Township profiles to be completed Dec 2020 and borough wide profile completed. On track for completion.</p>				
CS2003.C	<b>Improved communication of support programmes to school to extend high quality youth provision</b>	<b>31 January 2021</b>		<b>80%</b>
<p>Youth Endowment funded Project in Falinge Park High School with clear link between school, community and alternative curriculum project. Youth worker in school 2 days per week. Links established with Newhouse Academy to offer mentoring support in school.</p>				
<b>CS2004 Continued implementation and embedding of the SEND (Special Educational Needs/ Disabilities) reforms</b>		<b>31 January 2021</b>		<b>80%</b>
Ref.	Name	Due	Status	% Complete
CS200A.A	<b>Collaboratively develop the five year SEND Support Strategy</b>	<b>31 January 2021</b>		<b>60%</b>
<p>Draft SEND Strategy presented to CWD partnership board on the 04-12-20. Strategy will be completed in January once the SEND JSNA is finalised.</p>				

Action Plan	Due Date	Status	%Complete	
<b>CS2004.B</b> <b>Increase the effective use of SEND Support Plans to embed the graduated response to reduce need/dependency on EHCP</b>	<b>30 December 2020</b>		<b>70%</b>	
<p>At the SENCO Meeting in November SEND Support plan was reviewed and updates agreed. Head Teacher T&amp;F group likewise review the work on the 01-12-20 and agreed additional amendment. Rolling out of the SEND Support plans will commence in Spring term. Early Support Keyworker Team are piloting the use of Tapestry which is electronic Support plan with parents to feed into an ongoing support plan.</p>				
<b>CS2004.C</b> <b>Re-design the formulation of EHCPlans with Health, Care and Education to ensure that the plans are effective and acted upon</b>	<b>30 November 2020</b>		<b>100%</b>	
<p>The new EHCP request have been completed and rolled out. Next steps now which is underway is the revision of the Health and social care EHCP advice</p>				
<b>CS2004.D</b> <b>Implement a Joint Health/Social Care and Education Quality assurance EHCP framework</b>	<b>30 September 2020</b>		<b>90%</b>	
<p>Agreement in place - full implementation to commence in January 2021 - Current recruitment of full time DCO will support and enable capacity of QA across the whole of health.</p>				
<b>CS2004.E</b> <b>Extend the current unassessed short break offer to increase impact</b>	<b>30 December 2020</b>		<b>90%</b>	
<p>Universal Short break pilot of Art project now in place, Activity pack work has been commissioned and recommissioning of Circus skills being progressed.</p>				
<b>CS2004.F</b> <b>Commence the Preparing for Adulthood training offer across all agencies</b>	<b>30 December 2020</b>		<b>70%</b>	
<p>10 staff now completed the train the training preparing for adult hood – so training offer can be rolled out in January onward.</p>				
<b>CS2005</b> <b>Improve the quality and integration of age related assessments, and ensure continued sufficient childcare across the borough following the impact of Covid 19</b>	<b>31 March 2021</b>		<b>100%</b>	
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%

Action Plan		Due Date	Status	%Complete
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.				
<b>CS2005.B</b>	<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</b>	<b>30 July 2020</b>		<b>100%</b>
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.				
<b>CS2006 Workforce stability is maintained and strengthened</b>		<b>31 March 2021</b>		<b>83%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2006.A</b>	<b>Provide more development opportunities for employees from black and minority ethnic communities</b>	<b>31 March 2021</b>		<b>75%</b>
Directorate wide learning and development has been agreed and is being commissioned to equip colleagues across the service with the knowledge and understanding about racism and anti-racism. This will be delivered throughout 2021.				
<b>CS2006.B</b>	<b>Implement the recruitment and retention strategy to reduce the number of children who experience a change in social worker</b>	<b>31 March 2021</b>		<b>75%</b>
A new approach to recruitment has recently been trailed with limited success. However further work on this is scheduled for early 2021 to continue to keep our recruitment campaigns competitive. Staff turnover has significantly reduced.				
<b>CS2006.C</b>	<b>Establish mechanisms to ensure that staff at every level in the organisation influence strategy and practice standards</b>	<b>31 March 2021</b>		<b>100%</b>
Well established arrangements are in place which allow staff at all levels in the organisation to contribute to service wide developments, these include individual team meetings, full service communication events, Advanced practitioners network, Practice Managers meeting and other management meetings. In line with our relational practice approaches we continue to encourage staff at all levels to contribute.				
<b>CS2007 Safely stabilise and reduce the number of children in need of protection and children cared for through embedding innovative approaches</b>		<b>31 March 2021</b>		<b>58%</b>

Action Plan		Due Date	Status	%Complete
Ref.	Name	Due	Status	% Complete
CS2007.A	<b>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</b>	31 March 2021		100%
<p>Working model for NWD has now been implemented and staff across the service are working towards the key philosophies associated with the model. 4 children currently living in the NWD residential Hub and the level of outreach support for other children on the edge of care is starting to build. ACT pilot has started with a social worker in Cared for Children adopting the model whilst holding a reduced statutory caseload. 6 weekly review meetings to evaluate and support the pilot will take place from January 2021. ACT will be further rolled out into CP/Court – a meeting is planned in the New Year to consider the practical arrangements in relation to this.</p>				
CS2007.B	<b>Implement the Strengthening Families (NEST) programme</b>	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	<b>Embed the Family Services Model to identify and respond to neglect at the earliest stage in families</b>	31 January 2021		40%
<p>EHASH continues to align to the localities in relation to addressing neglect and the stronger implementation of Graded Care profile whilst families remain in an EH phase. We are currently working on developing the Neglect Strategy and task and finish groups are currently forming to consider the tool and its effectiveness for partnership agencies. In relation to Early Help Assessments we are now developing a pathway from EHASH into locality. EHASH has been piloting the use of Early Help assessments from first point of contact in EHASH rather than using a MASH gathering and referring to locality in order to streamline the offer to children and families. This process will reduce any potential drift caused of referring EH assessments across to locality and will also enable families to have more proactive response. To continue to deliver this service longer term we are setting up strategic task and finish groups in order to ensure partners and locality are part of the pathways from EHASH this is still in infancy and a period of time and planning is still ongoing. The overall driver continues to be a consistent read across from EHASH to locality offer in order to offer a whole system approach in Early Help and locality hubs.</p>				
CS2007.D	<b>Implement a service wide engagement strategy for young people, parents and carers</b>	31 January 2021		50%
<p>The group have continued to meet and have agreed a number of tasks with timescales to meet young people and carry out discussions with young people. This group has been meeting and are proactive in the creation of movement of this agenda. The group has agreed to meet with young people and they are actively involved in recruiting young people. It is hoped in January the group will have provided some ideas to move forwards. Due to the covid pandemic this has been sadly delayed but there is now a great deal of energy to drive this forwards.</p>				
CS2007.E	<b>Implement and embed the Child First Offender Second Strategy (incorporating the Youth Violence Strategy and HMIP inspection action plan)</b>	31 January 2021		100%

Action Plan		Due Date	Status	%Complete
<p>CFOS Partnership YJ Plan reviewed at December YJ Partnership Board. All actions on track for completion in timescales. New performance YJ card developed to better track CF outcomes. 2020/21 SYV Plan agreed &amp; signed off by DCS. Delivery has commenced with performance framework for reporting impact. SYC across Bury &amp; Rochdale for under 18's has reduced between year ending June 2019 &amp; year ending June 2020.(YJB data) showing positive impact of SYV Plan 19/20</p>				
<b>CS2008 Secure permanence for more children, ensuring there are sufficient local placements and choice where children need to be cared for / adopted</b>		<b>31 March 2021</b>		<b>68%</b>
Ref.	Name	Due	Status	% Complete
CS2008.A	<b>Implement the sufficiency strategy</b>	<b>31 March 2021</b>		<b>75%</b>
<p>This has now been presented to the corporate parenting group and now needs publication. IG to liaise with commissioners and media team</p>				
CS2008.B	<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</b>	<b>31 March 2021</b>		<b>50%</b>
<p>In year increase in utilisation of in house foster carers (293 children at the end of November - this represents an increase of 18 children compared to 31/3/2020). 12 new fostering households have now been recruited with 19 households in the assessment phase. Work on implementing Mockingbird has continued following establishment of the Implementation Working Group. Webinar briefings remain ongoing and we now have expressions of interest (x3) for the Hub Home Carer. Training of foster carers in the secure base approach has started during Q3 and has been well received. WE have also undertaken our first DDP training session as part of the roll out of PACE.</p>				
CS2008.C	<b>Implement the Permanence Strategy 2019/20</b>	<b>31 December 2020</b>		<b>75%</b>
<p>Delays in implementing the permanence panel which will now happen during Q4. Permanence strategy has been published and briefings for staff undertaken. Currently working on a plan for embedding the principles through ongoing workforce development. Long-term matching of children to carers remains ongoing and the Permanence Strategy Group is overseeing all aspects of Permanence. Adoption work continues to progress with 21 children adopted so far this year despite delays in court due to Covid 19. SGO policy has now been agreed by Cabinet.</p>				
CS2008.D	<b>Review and embed the functions of the Post Order &amp; Permanence Team to achieve success for children living with their family in the community</b>	<b>31 October 2020</b>		<b>75%</b>
<p>The post order and permanence team has been re-developed with a new service specification which has been agreed by SLT. In addition we have appointed an Interim Practice Manager to develop the team in line with the specification and develop pathways into and out of the service. A dashboard of key data required for the team is being developed to ensure we can monitor progress against key indicators.</p>				

Action Plan		Due Date	Status	%Complete
<b>CS2009 Children's Services lead proactive relational practice within partnership arrangements</b>		<b>31 March 2021</b>		<b>56%</b>
Ref.	Name	Due	Status	% Complete
CS2009.A	<b>Revise and review the Rochdale Safeguarding Children Partnership infrastructure in order to embed relational practice across the partnership</b>	<b>31 December 2020</b>		<b>50%</b>
<p>The process to move to more relational case conferences has been commenced. The IROs have now held 2 development days and more are planned in January 2021. There is a full action plan being presented to SLT in January 2021 and a variety of planning meetings and discussions are taking place with a plan to move to the full new system in April 2021. The required steps to introduce this new system has been agreed and is being implemented throughout January 2021.</p>				
CS2009.B	<b>Implement a Contextual Safeguarding approach to understand and respond to young people's experiences of significant harm beyond their families</b>	<b>31 March 2021</b>		<b>60%</b>
<p>The neighbourhood assessment is underway, with 3 task and finish groups held with a variety of partner agencies. Findings from surveys, reviews of CSC, educational data for the families in that area etc. are currently being collated. This will be brought together in January 2021 to look at themes and patterns, followed by considered of actions required to address these. There has been one meeting held to start the analysis of forms to consider how they include factors relating to context and extra familial harm. A review meeting is scheduled for January 2021 where actions will then be agreed. Area in Heywood identified, multi-agency meetings have taken place and everyone has been tasked with roles. Neighbourhood assessment is now underway with a specific area – 3 working groups are in place to look at different sections – further meeting to take place in January to analyse the information gathered.</p>				
CS2009.C	<b>Support Adult Services to implement a transitional safeguarding response, providing support and safeguarding beyond 18 years</b>	<b>31 March 2021</b>		<b>60%</b>
<p>Initial meeting in place for January to embed transitional safeguarding across children's and adults services.</p>				