



























Action Plan		Due Date	Status	%Complete
CS2001 Implement the School Improvement Strategy to improve pupil achievement at all key stages		31 March 2021		90%
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		100%
This is embedded in 58 settings.				
CS2001.B	Extend the EYFS CLL strategy to the remaining 18 primary settings and into year 1 classes	31 March 2021		75%
10 schools are still to begin their involvement.				
CS2001.C	Develop a 2021 leavers catch up strategy	31 March 2021		100%
Work with the Secondary curriculum deputies group has continued. Schools are reviewing their curriculum offer to ensure breadth of curriculum offer and interventions. Whilst the focus of this work has had to change this has been completed				
CS2001.D	To strengthen the support and challenge to under-performing secondary settings by ensuring robust data conversations	31 March 2021		100%
This work has been completed.				
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 has been taken out of the plan due to the further lockdown.				
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		100%
Audit of practice relating to MHIE has taken place in all schools.				








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	■	100%
Implementation of the recommendations now in progress.				
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	■	100%
This has continued to be prioritised in quarter 4.				
CS2002 Provide sufficient school places for all children within the Borough		31 March 2021	■	73%
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	■	100%
Meeting held with DfE March 2021 to provide information on forecasted place demands/requirements to 2025.				
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 - DfE still awaiting Government sign off to allow Edgar Wood Academy's 2021 opening, this is expected post planning decision April 2021. Pennines - DfE indicate that site difficulties may mean that opening is delayed to September 2023. LA has made clear the need for a contingency if necessary.				
CS2002.C	Commence the development of 75 place Free Special School (ASC) with DfE and New Bridge Trust	31 March 2021	■	60%
DfE indicate potential opening date of September 2023.				
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	■	100%



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		100%
<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	Youth Service to complete community profiles/needs analysis based on young people's needs in the community	31 January 2021		100%
<p>Completed, but with constant reviewing taking place. This will be ongoing into 21/22 due to constantly changing covid-19 restrictions which are impacting within the community. Resulting in the need for the borough wide profile to be reviewed and amended before being finalised.</p>				
CS2003.C	Improved communication of support programmes to school to extend high quality youth provision	31 January 2021		100%
<p>The work has been extended into the next financial year and is being developed with links in schools in each township.</p>				
CS2004 Continued implementation and embedding of the SEND (Special Educational Needs/ Disabilities) reforms		31 January 2021		83%
Ref.	Name	Due	Status	% Complete
CS200A.A	Collaboratively develop the five year SEND Support Strategy	31 January 2021		70%
<p>NCB have been commissioned to complete work on the JSNA. Monthly LA SEND data scorecard now fully operational. SEND strategy has been delayed pending JSNA completion. However this delay has allowed the opportunity for the collaborative work on the joint SEND Outcomes work being completed in partnership with Council for Disabled children. This work commenced on the 2nd March.</p>				

Action Plan	Due Date	Status	%Complete	
CS2004.B Increase the effective use of SEND Support Plans to embed the graduated response to reduce need/dependency on EHCP	30 December 2020		80%	
SEND Support plan developed - Now taking it a step further. Joint session with SENCOs planned on 18th March to link the SEND Support plan into the Request for Education Health Care Needs Assessment - Outcome of that session will be presented to the SEND Head Teacher Group on the 31-03-21 and if ratified will be formally launched in April.				
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		100%	
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				
CS2004.D Implement a Joint Health/Social Care and Education Quality assurance EHCP framework	30 September 2020		90%	
Joint QA took place with DMO in Feb - revising QA template - Current discussion with the NW DMO/DSC group re their QA format				
CS2004.E Extend the current unassessed short break offer to increase impact	30 December 2020		90%	
Extension of Universal short break has been suspended re COVID restriction - However we have adapted a flexible approach Short break budget allocation to best meet need throughout the Covid Lock down period to ensure ongoing support – We have been success in getting an increase in short break funding via GM which has enable us to begin the commissioning of a ASC girls group.				
CS2004.F Commence the Preparing for Adulthood training offer across all agencies	30 December 2020		70%	
Rochdale individual training programme has been collaborative developed with training to commence May.				
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%

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.				
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		96%
Ref.	Name	Due	Status	% Complete
CS2006.A	Provide more development opportunities for employees from black and minority ethnic communities	31 March 2021		90%
The first anti-racist training has taken place and further delivery commissioned following feedback from participants. Mandatory training sessions commence in May for all staff. The BAME focus Group continues to meet providing feedback to the service. Further L&D activity is planned in relation to staff who work directly with our service users. Specific support to aspiring leaders from BAME backgrounds is also being offered as part of corporate leadership programme. It is anticipated that this action will continue to be relevant in 2021/22.				
CS2006.B	Implement the recruitment and retention strategy to reduce the number of children who experience a change in social worker	31 March 2021		100%
A new approach to recruitment has recently been trialled 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. Staff turnover has significantly reduced however there continues to be challenges with recruitment as due to Covid people have been less likely to seek new posts. A new approach has been recommended by the Recruitment and Retention Group which it is anticipated will increase Rochdale profile as an employer of choice.				
CS2006.C	Establish mechanisms to ensure that staff at every level in the organisation influence strategy and practice standards	31 March 2021		100%
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.				

Action Plan		Due Date	Status	%Complete
CS2007 Safely stabilise and reduce the number of children in need of protection and children cared for through embedding innovative approaches		31 March 2021		90%
Ref.	Name	Due	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		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	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		100%
<p>Locality and EHASH pathways completed and new service implementation finished. Families First also now providing enhanced step down support for families where there are long term neglect issues and repeat referrals to CSC.</p>				
CS2007.D	Implement a service wide engagement strategy for young people, parents and carers	31 January 2021		50%
<p>Locality and EHASH pathways completed and new service implementation finished. Families First also now providing enhanced step down support for families where there are long term neglect issues and repeat referrals to CSC.</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		100%
<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 & signed off by DCS. Delivery has commenced with performance framework for reporting impact. SYC across Bury & Rochdale for under 18's has reduced between year ending June 2019 & year ending June 2020.(YJB data) showing positive impact of SYV Plan 19/20</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		100%
Ref.	Name	Due	Status	% Complete
CS2008.A	Implement the sufficiency strategy	31 March 2021		100%
Sufficiency Strategy has been finalised and PDF version now available on the Council Website.				
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		100%
Use of In-house foster carers has remained consistently above 290 throughout Q4 with no increase in use of external placements.				
CS2008.C	Implement the Permanence Strategy 2019/20	31 December 2020		100%
Permanence Panel Terms of Reference agreed at SMT and SLT. Permanence panel is now in place and is receiving long term fostering matches, SGO agreements including financial support, agreement of care plans for children in care proceedings. Permanence Panel review will take place at the end of March 2021.				
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		100%
POPT continues to be developed, Agency Practice Manager has been in post since November 2020. SGO data has been cleansed and training is being provided on the use of the SGO/ SGS LCS pathway. Permanent recruitment is needed as the team is predominately staffed with agency staff. Team profile has been created and is being considered in performance clinics. Transfer Policy has been updated to include POPT this is out for consultation with other Heads of Service.				
CS2009 Children's Services lead proactive relational practice within partnership arrangements		31 March 2021		50%
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		50%

Action Plan	Due Date	Status	%Complete
<p>The process to move to more relational case conferences was commenced. The IROs engaged in 2 development days and more had been planned in January 2021. It has proved to be impossible to introduce a new style of working during the COVID pandemic as the new style needs face to face interaction and training to be effective. There is a full action plan being presented to SLT in March 2021 and a variety of planning meetings and discussions will be taking place with a plan to move to the full new system in April 2022. The required steps to introduce this new system and the development of the new style case conferences involving the full children's safeguarding Partnership is being presented to SLT in March 2021 for implementation throughout 2022.</p>			
<p>CS2009.B Implement a Contextual Safeguarding approach to understand and respond to young people's experiences of significant harm beyond their families</p>	<p>31 March 2021</p>	<p></p>	<p>50%</p>
<p>This is an area of work that has been delayed as a result of the pandemic. Despite this the Safeguarding Partnership did hold a Contextual Safeguarding Conference broken down into 4 virtual sessions that were very well received by the partners who took part. More partners have received training to raising awareness of contextual safeguarding. Next is to draft a neighbourhood assessment to start working on the strategy of what we are going to do to improve the outcomes for children and young people in the area of focus.</p>			
<p>CS2009.C Support Adult Services to implement a transitional safeguarding response, providing support and safeguarding beyond 18 years</p>	<p>31 March 2021</p>	<p></p>	<p>50%</p>
<p>This is an area of work for Greater Manchester that Rochdale has supported as the only council with a dedicated offer to vulnerable adults who have experienced exploitation. We continue to support the work, but the delay in progress does not have an impact on Rochdale as the offer is already in place.</p>			