



































Action Plan		Due Date	Status	% Complete
<b>CS2101 Children and young people in our Borough will aspire and achieve a better life through access to opportunities, learning and training</b>		<b>31 March 2022</b>		<b>40%</b>
Ref.	Name	Due	Status	% Complete
CS2101.A	<b>Develop and Implement with schools the School Improvement Recovery Strategy, building on the Interim School Improvement Strategy</b>	<b>30 September 2021</b>		<b>60%</b>
Primary arrangements agreed with the sector. Agreement with the secondary phase to deliver a performance conversation in addition to external School Improvement Partner programme. Work to be completed to determine transparent arrangements for working with priority schools within secondary phase.				
CS2101.B	<b>Work closely with the system to develop the overarching Schools Strategy and vision, with related behaviours to strengthen: The school led system and school to school support as well as school collaboration</b>	<b>30 September 2021</b>		<b>50%</b>
Secondary launch of vision and values delivered in September 2021. Articulation of underpinning behaviours initiated. Work with the primary sector to be initiated.				
CS2101.C	<b>Extend and embed the Rochdale Communication and Language project through Training and development and support and challenge through the Early Years Foundation Stage and key stages 1 and 2.</b>	<b>31 March 2022</b>		<b>40%</b>
Training and development has continued over the summer term to extend the Communication and Language project. The final cohort of schools will begin training in the Autumn term. Based upon internal intelligence, we will prioritise schools for additional support for the school year 2021-2022				
CS2101.D	<b>Development and implementation of a primary and key stage 3 Reading strategy</b>	<b>31 March 2022</b>		<b>30%</b>
Identification of leading practice schools and practitioners identified, identification of focus schools for improvement identified.				
CS2101.E	<b>Ensure that all secondary schools have an effective curriculum within key stage 3 and improve the weak areas of the English baccalaureate to ensure students are better placed for key stage 4.</b>	<b>31 March 2022</b>		<b>30%</b>
System leader identified to lead the development work, clear expectation made to the curriculum deputies group of the work plan for the school year. Further analysis of data to take place to determine specific foci.				







Action Plan		Due Date	Status	% Complete
CS2101.F	<b>Implement the recommendations of the Inclusion review in order to reduce exclusions</b>	31 March 2022		20%
Plan presented to the board in July. Work has been initiated on the graduated response and Ordinarily Available Provision with the council for disabled children.				
CS2101.G	<b>Strengthen the support and challenge to schools, education and training providers to improve the percentages of young people who are in employment, education and training focussing determinedly to improve outcomes for vulnerable young people.</b>	31 March 2022		50%
Focus on four group embedded within service delivery. Review of referral into the Focus on Four group to take place to ensure that young people are referred in at the right time.				
<b>CS2102 Improve access to right service at right time</b>		<b>30 June 2021</b>		<b>100%</b>
Ref.	Name	Due	Status	% Complete
CS2102.A	<b>To work across the partnership to ensure that children in our borough receive the right service at the earliest point of need through a partnership EHASH Strategic Management Group</b>	30 June 2021		100%
The EHASH Strategic board continues to meet on a monthly basis and is well represented by partner agencies. We have started to clinically focus upon key themes relating to EHASH with partner agencies in order to understand the demand and areas we need to collectively improve upon. We have started to devise partnership deep dive audit points and hold audit meetings with key partners in order to provide a transparent overview, this then is fed back down to agencies in order to address specific areas of findings. We are collectively considering the overall improvement of service offer and delivery across the demographic as a collective partnership. The EHASH board will continue to assist in developing and strengthening the Front Door Model of Rochdale with partners making valuable contribution to its continued journey. As we progress in Quarter three we have already started to consider our wider approach whereas the EHASH board will in turn focus upon partner feedback and findings in order to improve the whole system approach.				
<b>CS2103 Develop and implement a refreshed whole family Early Help strategy that incorporates School Readiness and aligns to the SEND Strategy and wider council prevention strategy</b>		<b>31 July 2021</b>		<b>91%</b>






Action Plan		Due Date	Status	% Complete
Ref.	Name	Due	Status	% Complete
CS2103.A	<b>Review Early Help Systems Guide submission to identify priorities and Early Help governance at a central and locality level</b>	30 April 2021		100%
The system guide has been completed and priorities will inform the Early Help strategy				
CS2103.B	<b>Scope and draft the new integrated strategy with relevant governance group (including Children with Disabilities Partnership and the Prevention Board)</b>	30 June 2021		100%
Governance groups have been established with agreed TOR.				
CS2103.C	<b>Develop and implement a refreshed whole family Early Help strategy that incorporates School Readiness and aligns to the SEND Strategy and wider council prevention strategy</b>	31 July 2021		75%
The service has had several vacancies in senior management positions which has resulted in a delay to the Early Help Strategy being written. The EH strategic lead position has been recruited to and they will start their role on 4.10.21. Once they have been inducted in to the service and multi-agency team one of their priorities will be to write and implement the Early Help Strategy.				
<b>CS2104 Review Early Help &amp; Early Years locality team pathways to ensure effective transitions and support with EHASH, locality partners and Children's Social Care</b>		30 June 2021		90%
Ref.	Name	Due	Status	% Complete
CS2104.A	<b>Review Early Help &amp; Early Years locality team pathways to ensure effective transitions and support with EHASH, locality partners and Children's Social Care</b>	30 June 2021		100%
The locality team pathway has been developed and shared within the service guide				
CS2104.B	<b>Review information and advice services for multi-agency practitioners in relation to Early Help and establish pathways with locality teams prior to EHASH</b>	30 June 2021		80%
The new Locality Advisory Boards have been developed and the first meetings will be held in September '21 as planned. Information from the strategic school readiness and FSM/Early help board will feed into the Locality Advisory Boards and Family Panels to support a multi-agency approach and accountability for supporting families at a locality level. Now that the advisory boards have been established the family panel will be next to be rolled out and it is expected that this will be done by Dec.				

Action Plan		Due Date	Status	% Complete
<b>CS2105 Digitisation of Early Years communication and language assessments</b>		<b>31 December 2021</b>		<b>68%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2105.A</b>	<b>Finalise digitisation of WellComm Assessment with GM</b>	<b>30 September 2021</b>		<b>80%</b>
<p>The implementation date has slipped due to new personnel from GM taking over and leading the project. The group are meeting on a weekly basis and are currently looking at the reporting element of the programme. The go live date is like to be delayed until Jan.</p>				
<b>CS2105.B</b>	<b>Digitisation of Early Years communication and language assessments</b>	<b>30 September 2021</b>		<b>75%</b>
<p>Once the Wellcomm app has been finalised staff will be trained to use the app. This is now likely to be Dec/Jan.</p>				
<b>CS2105.C</b>	<b>Digitised assessment live and providing collated data</b>	<b>31 December 2021</b>		<b>50%</b>
<p>GM have now decided that the reporting element need to be established before the go live date. Once the reporting element of the programme has been finalised the programme will be ready to go live in Dec/Jan.</p>				
<b>CS2106 Establish essential parent website to support information and advice to families</b>		<b>28 February 2022</b>		<b>100%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2106.A</b>	<b>Website established with GM and Rochdale priorities included</b>	<b>28 February 2022</b>		<b>100%</b>
<p>We have been working closely with GM and the ecare team to ensure that Rochdale priorities are featured in the website. Staff will be able to send families information related to Rochdale not just generic information.</p>				
<b>CS2106.B</b>	<b>Staff trained and implementing e-care prescription element of Essential parent with families</b>	<b>28 February 2022</b>		<b>100%</b>






Action Plan		Due Date	Status	% Complete
<p>All children's centre staff are now trained on the e-care and are using the system to send information to families. We have had some really positive feedback from staff regarding how easy the system is to use and how it is reducing the time they spend collating leaflets to send to parents.</p>				
<b>CS2106.C</b>	<b>Website embedded in local systems including Our Rochdale</b>	<b>28 February 2022</b>		<b>100%</b>
<p>The Essential Parenting is now embedded in Our Rochdale and open to the public and practitioners.</p>				
<b>CS2107 Implementation and embedding of the SEND (Special Educational Needs/ Disabilities) reforms</b>		<b>31 March 2022</b>		<b>82%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2107.A</b>	<b>Development of the integrated SEND Alliance Offer</b>	<b>31 March 2022</b>		<b>80%</b>
<p>SEND Alliance Charter and SEND Alliance Mandates have now been drafted. Away day session planned for the 14th of October to Launch Shadow SEND Alliance. SEND Mandate to be shared with LCO in November. Revised Governance Structure agreed.</p>				
<b>CS2107.B</b>	<b>Development of a Joint SEND JSNA</b>	<b>30 September 2021</b>		<b>95%</b>
<p>Complete - only missing Primary Care Transition data. Away day planned for next period where JSNA will be reviewed line by line an improvement actions agreed</p>				
<b>CS2107.C</b>	<b>Collaboratively Development the Five year SEND Strategy</b>	<b>31 December 2021</b>		<b>80%</b>
<p>Final draft is now with Communications Team - once complete it will be shared with SLT for sign off/amends. Comms plan to be developed.</p>				
<b>CS2107.D</b>	<b>Development of the Preparing for Adulthood / Transition Strategy</b>	<b>30 November 2021</b>		<b>75%</b>






Action Plan		Due Date	Status	% Complete
The Adulthood / Transition Strategy is due to be launched during SEND action week.				
<b>CS2108 Provide sufficient and suitable school places for all children within the Borough</b>		<b>31 March 2022</b>		<b>53%</b>
Ref.	Name	Due	Status	% Complete
CS2108.A	<b>Continually review the availability of primary and secondary school places and negotiate delivery of new school places with schools and/or DfE.</b>	<b>31 March 2022</b>		<b>40%</b>
Review underway prior to internal discussion/consultation and then reports due to be presented to Cabinet in November.				
CS2108.B	<b>Support the DfE delivery of two planned secondary Free Schools and one Free Special School (ASC) which are required for the Borough.</b>	<b>31 March 2022</b>		<b>50%</b>
Middleton - Edgar Wood Academy opened on time at temporary Hopwood Hall College site. Construction underway at Bowlee site with completion planned for September 2022. Pennines - Star Academy Trust appointed. Trust plan to self-deliver with assistance/approval from DfE. Surveys completed on site and pre-application Planning meetings undertaken. Confirmation from DfE that September 2022 delivery is not possible it will now be 2023/24. LA is working with DfE to establish a contingency plan for the intervening period. SEN (ASC) School - New Bridge Academy specific brief negotiated between Trust and DfE. Heads of Terms and lease agreement agreed. DfE advise that opening date will be delayed and are anticipating 2023/34. LA will work with DfE to establish contingency for intervening period.				
CS2108.C	<b>Deliver school expansions, refurbishments and capital maintenance and repair projects across the school estate</b>	<b>31 March 2022</b>		<b>70%</b>
Wates construction have commenced the new Littleborough CPS. Majority of capital projects completed on time, those deferred due to contractor resource and materials availability issues deferred to upcoming holiday periods and remedial work commissioned where necessary to keep buildings safe and comfortable in the interim.				







Action Plan		Due Date	Status	% Complete
<b>CS2109 Ensure that young people have access to quality evening provision to meet identified needs</b>		<b>31 March 2022</b>		<b>0%</b>
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>	<b>% Complete</b>
CS2109.A	<b>Integration of Youth Programme Quality Intervention (YPQI) as quality and improvement indicator to enhance offer for young people</b>	31 March 2022		0%
Inspections planned for Q3, development plan implemented Q4.				
<b>CS2110 Ensure the voice of young people is promoted and listened to across service development and within provision</b>		<b>31 March 2022</b>		<b>45%</b>
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>	<b>% Complete</b>
CS2110.A	<b>Enhance the offer of Member of Youth Parliament / Children's Champion / Cared for Ambassadors and increase the numbers of young people participating in voice projects</b>	31 March 2022		40%
Cabinet young people involved in national, regional and local campaigns around climate change. Discussions with key decision makers. Involvement in interviews. The Zone Young people reviewing carer reviews. 3 care leaver's focus groups.				
CS2110.B	<b>Facilitate the Student Relationship Champions programme with schools and youth provision in line with RBC Relationship Champion initiative.</b>	31 March 2022		50%
Student relationship Champion Programme launched May 2021.				
<b>CS2111 Engage and support young people at risk of serious youth violence</b>		<b>31 March 2022</b>		<b>60%</b>



Action Plan		Due Date	Status	% Complete
Ref.	Name	Due	Status	% Complete
CS2111.A	<b>Develop strong links between detached youth work and other areas where young people are identified at risk of SYV</b>	31 March 2022		50%
Schools contacted with the view to training starting in 3 schools next quarter.				
<b>CS2112 Workforce stability is maintained and strengthened</b>		<b>31 March 2022</b>		<b>77%</b>
Ref.	Name	Due	Status	% Complete
CS2112.A	<b>Continue to provide development opportunities for employees from black, Asian and minority ethnic communities.</b>	31 March 2022		75%
The range of developmental opportunities continue to be delivered across the directorate and there is active engagement by children's services in the range of council leadership programmes, with colleagues from black and minority ethnic communities attending. There is a continuous focus on addressing cultural issues through anti-racist training delivered to large cohorts of children's services staff members on 12th July and 9th September, as part of a rolling programme across the directorate. The council's new black and minority ethnic network meeting launched on 26th July, was widely promoted within children's services and the children's services BAME focus group has met twice with the director and assistant director during Q2 to check out whether developmental opportunities and building an inclusive culture continue to make progress.				
CS2112.B	<b>Embed and further develop mechanisms to ensure that staff at every level in the organisation influence strategy and practice standards.</b>	31 March 2022		80%
Our data shows us that staff stay with Rochdale council, we are successful in attracting students who have had a placement with us to stay. However we continue to need to rely on agency staff to fill vacancies due to the challenging market for recruitment of new staff. We have an active Recruitment and Retention group meeting and have updated our advertising, we are increasing our intake of students and our communication with them about what is on offer in Rochdale should they choose to stay with us for their first job. In addition we have increased our visibility with the universities.				
<b>CS2113 Ensure that children who are experiencing neglect in our borough are identified and receive timely services to improve their lives</b>		<b>30 September 2021</b>		<b>77%</b>



Action Plan		Due Date	Status	% Complete
Ref.	Name	Due	Status	% Complete
CS2113.A	<b>Review our approach to Neglect through the Safeguarding Partnership</b>	31 March 2022		75%
Work has continued supported by Prof Jan Howarth on the development of an app for professionals to use.				
CS2113.B	<b>Develop and implement a service wide engagement strategy for young people, parents and carers</b>	30 September 2021		80%
Participation Strategy is currently shared for final consultation prior to re-launch in October 21				
<b>CS2114 Safely stabilise the number of children in need of protection and children cared for, ensuring children receive services through embedding innovative approaches</b>		31 March 2022		71%
Ref.	Name	Due	Status	% Complete
CS2114.A	<b>Continue to embed the locality based social work offer alongside the development of the early help offer</b>	31 December 2021		80%
All high schools and 6th for college now have a practice manager linked to them - initial meetings have been set up with the Heads and Safeguarding leads and these meetings will take place on a monthly basis to help strengthen partnership working and to provide support within this area with a view to ensuring early and targeted intervention is in place for adolescents.				
CS2114.B	<b>Fully implement and embed No Wrong Door to safely support children edging towards care to live successfully in the community.</b>	31 March 2022		65%
Implementation remains ongoing but reduced staffing capacity limits the extent to which we can offer this service. However, the number of children being supported but Our Place on an Outreach basis has increased from 34 to 38 and the proportion of those receiving Outreach Support who are on the edge of care has increased from 35% to 50%.				

Action Plan		Due Date	Status	% Complete
CS2114.C	<b>Develop our Adolescent Safeguarding Offer incorporating the use of the ACT model to support young people in need of help and protection</b>	31 March 2022		60%
<p>The ACT worker has commenced work in the Pupil Referral Unit; No Wrong Door has continued to develop and strengthen its outreach work, co-produced its restorative practice academy with care experienced young people and developed an increasing range of bespoke placements; our policy for young people who engage in Sexually Harmful Behaviour has been revised to take account of national developments and our spending plan for programmes of work to reduce serious youth violence has been confirmed. Work has now commenced in Q3 to write our local Adolescent Safeguarding Strategy, informed by the GM programme. The strategy will inform how different work streams align to create a coherent approach to improving outcomes for adolescents.</p>				
CS2114.D	<b>Complete a 2021-23 strategic youth justice partnership plan that will continue to develop a local end to end youth justice system underpinned by child first, offender second principles &amp; approaches</b>	30 September 2021		100%
<p>This has been completed and has been shared at YJ Partnership board, final draft has been sent to DCS for final sign off.</p>				
CS2114.E	<b>Review the use of pre-proceedings to safely reduce the number of children requiring care applications through the family courts</b>	31 December 2021		50%
<p>Senior management oversight of PP has been strengthened. HoS will agree only a max extension of 4 weeks outside of LGW. Requests for extension above this will be heard at LGW. HoS is also now invited to mid-point review meeting with SW, PM and lawyer. Our PLO9 (LGW) report has been amended taking into account advice from PLWG and CFLG. This will be rolled out in the next 4 weeks. There is further work to do on our current PP letters and templates - we are not ready to adopt the Essex toolkit (until our child protection plans are compatible) but we can improve the wording and tone. There is also further work to do with the Dashboards to make the legal data we receive more useful. We have decided to develop an excel based tracker for PP cases as a replacement to the LCS based tracker which is too basic. CJ meeting with BP and LA about this. HoS have met to agree TOR for LGW, Perm Panel and Resources Panel, final versions will be brought to SMT in next 4 weeks.</p>				
<b>CS2115 Secure permanence for more children, ensuring there are sufficient local placements and choice where children need to be cared for / adopted</b>		31 March 2022		66%
Ref.	Name	Due	Status	% Complete
CS2115.A	<b>Embed our Sufficiency strategy to ensure that more children in our care live in high quality local placements</b>	31 March 2022		85%
<p>Reliance in external placements has further reduced by 8 during Q2 and this includes a nett reduction of 2 residential placements in the reporting period. The total number of children in external placements shows a nett decrease of 44 in the 2 year period from September 2019. At the same time our in-house foster placements have increased by 33.</p>				

Action Plan		Due Date	Status	% Complete
CS2115.B	<b>Embed and deliver innovative approaches via Project fostering to continue restore in-house fostering services to a position of growth. In particular implement: -Mocking Bird -PACE practice model -Secure Base -Supported lodgings provision</b>	31 March 2022		90%
Please see Q1 re progress to that point. Mockinbird constellation is working well and better established. Se above re progress in terms of fostering service placements.				
CS2115.C	<b>Embed our revised Permanence Strategy</b>	31 October 2021		50%
Strategy is being revised and updated				
CS2115.D	<b>Review our support arrangements for children subject to Special Guardianship Arrangements, Child Arrangement Orders, Adoption Orders and other permanence arrangements</b>	31 October 2021		40%
SGO policy is being revised along with CAO offers and adoption support. SGO support offer is being reviewed and revised.				
<b>CS2116 Children's Services lead proactive relational practice within partnership arrangements</b>		<b>31 March 2022</b>		<b>61%</b>
Ref.	Name	Due	Status	% Complete
CS2116.A	<b>Implement a Contextual Safeguarding approach to understand and respond to young people's experiences of significant harm beyond their families.</b>	31 March 2022		65%
As Q1 this is ongoing - a meeting is to be arranged to relook at the initial plan and current concerns in the area given it was due to be implemented prior to covid - the plan will be reviewed to consider current concerns. A further area in Rochdale has been identified where there is anti-social behaviour concerns and a multi-agency response is being implemented therefore the response to contextual safeguarding is being expanded outside the initial identified area.				
CS2116.B	<b>Develop a Strengths based approach to child protection conferences</b>	31 March 2022		80%

Action Plan	Due Date	Status	% Complete
<p>Training and development sessions arranged and held with IRO's and CP Chairs. Full programme of events for partners is arranged and scheduled. Focus group arranged and due to be held in September 21 with key partners. New paperwork reviewed with CsC and agreed at SMT. Re decoration of conference rooms scheduled and arranged Sept 21. RSCP website updated in readiness. Young people's focus group ongoing re voices of the child and participation.</p>			
<b>CS2116.C</b>	<b>Develop pathway for 16/17 year olds presenting as homelessness and in need of accommodation</b>	<b>31 December 2021</b>	 <b>50%</b>
<p>Ongoing with strategic housing. Meeting in September agreed for housing colleagues to draft an options paper re care alternative provision for this age group. Work has also begun on developing proposals for a "National House Project" workstream in conjunction with GMCA.</p>			
<b>CS2116.D</b>	<b>Develop accommodation options for young people presenting as homeless</b>	<b>31 December 2021</b>	 <b>50%</b>
<p>Ongoing with strategic housing. Meeting in September agreed for housing colleagues to draft an options paper re care alternative provision for this age group. Work has also begun on developing proposals for a "National House Project" workstream in conjunction with GMCA.</p>			