


































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>72%</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>100%</b>
<p>The Primary Improvement strategy is being implemented consistently with priority schools. The service is working with all the maintained secondary schools where there are concerns regarding performance and risk of decline in judgements.</p>				
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>65%</b>
<p>Consultant facilitating the vision and values work delivered a session to all primary head teachers at the Autumn term conference. Working group of primary head teachers to work with the consultant has been identified and this work will be initiated in the Spring term. This work will be continue to be developed and embedded post the timescales for this plan.</p>				
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>100%</b>
<p>All schools in the borough are now delivering evidenced based approaches to supporting communication and language in the Early years.</p>				
CS2101.D	<b>Development and implementation of a primary and key stage 3 Reading strategy</b>	<b>31 March 2022</b>		<b>65%</b>
<p>This the project plan is at the implementation stage with identified primary and secondary schools.</p>				
CS2101.E	<b>Ensure that all secondary schools have an effective curriculum within key stage 3 and improve the weak areas of the English baccaalaureate to ensure students are better placed for key stage 4.</b>	<b>31 March 2022</b>		<b>50%</b>







Action Plan		Due Date	Status	% Complete
<p>Curriculum deputies are meeting regularly to progress the areas on the Pioneer's Trust annual plan in relation to the delivery of an effective curriculum in key stage 3. Curriculum reviews have taken place in the maintained secondary settings where the LA have been concerned about the quality of education. This work will continue to be developed and embedded post the timescales of this plan.</p>				
<b>CS2101.F</b>	<b>Implement the recommendations of the Inclusion review in order to reduce exclusions</b>	<b>31 March 2022</b>		<b>50%</b>
<p>Curriculum deputies are meeting regularly to progress the areas on the Pioneer's Trust annual plan in relation to the delivery of an effective curriculum in key stage 3. Curriculum reviews have taken place in the maintained secondary settings where the LA have been concerned about the quality of education. This work will continue to be developed and embedded post the timescales of this plan.</p>				
<b>CS2101.G</b>	<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>	<b>31 March 2022</b>		<b>75%</b>
<p>The service has maintained and delivered a commissioned service of support and guidance across the borough in schools at Post 16. We have delivered the Rochdale Guarantee which secures an offer for all school leavers. We have secured a successful bid for a PP plus pilot for leavers with Hopwood Hall and Positive Steps. Delivery of a Youth hub for 18-24 year olds with DWP.</p>				
<b>CS2102 Improve access to right service at right time</b>		<b>30 June 2021</b>		<b>100%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2102.A</b>	<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>	<b>30 June 2021</b>		<b>100%</b>
<p>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.</p>				






Action Plan		Due Date	Status	% Complete
<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>
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>	<b>30 April 2021</b>		<b>100%</b>
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>	<b>30 June 2021</b>		<b>100%</b>
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>	<b>31 July 2021</b>		<b>75%</b>
Strategy work ongoing and now led by the newly recruited EHRP Strategic Lead Post. This is being developed holistically in line with the prevention strategy development and LCO neighbourhood developments and SEND work. Timing is therefore impacted by the progress of these work streams to ensure alignment.				
<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>		<b>30 June 2021</b>		<b>100%</b>
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>	<b>30 June 2021</b>		<b>100%</b>
The locality team pathway has been developed and shared within the service guide				

Action Plan		Due Date	Status	% Complete
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		100%
Locality governance and family resource panels established and underway. Localities Pathway document embedded in service guide and shared. Review planned for April 2022.				
<b>CS2105 Digitisation of Early Years communication and language assessments</b>		<b>31 December 2021</b>		<b>96%</b>
Ref.	Name	Due	Status	% Complete
CS2105.A	<b>Finalise digitisation of WellComm Assessment with GM</b>	30 September 2021		100%
Completed Q2.				
CS2105.B	<b>Digitisation of Early Years communication and language assessments</b>	30 September 2021		95%
Awaiting legal oversight then ready to go live, staff trained.				
CS2105.C	<b>Digitised assessment live and providing collated data</b>	31 December 2021		95%
Awaiting legal oversight then ready to go with Well Comm data, ASQ data already live and reportable.				
<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







Action Plan		Due Date	Status	% Complete
<b>CS2106.A</b>	<b>Website established with GM and Rochdale priorities included</b>	<b>28 February 2022</b>		<b>100%</b>
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.				
<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>
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.				
<b>CS2106.C</b>	<b>Website embedded in local systems including Our Rochdale</b>	<b>28 February 2022</b>		<b>100%</b>
The Essential Parenting is now embedded in Our Rochdale and open to the public and practitioners.				
<b>CS2107 Implementation and embedding of the SEND (Special Educational Needs/ Disabilities) reforms</b>		<b>31 March 2022</b>		<b>93%</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>100%</b>
SEND Mandate signed off by LCO Executive Board. SEND Charter to be signed of in Q4. Revised governance agreed to launch in Q4.				
<b>CS2107.B</b>	<b>Development of a Joint SEND JSNA</b>	<b>30 September 2021</b>		<b>100%</b>
SEND JSNA now complete. Action Plan in development.				






Action Plan		Due Date	Status	% Complete
<b>CS2107.C</b>	<b>Collaboratively Development the Five year SEND Strategy</b>	<b>31 December 2021</b>		<b>95%</b>
SEND Strategy 2022-27 will launch at a planned event on the 1st of February. Outcomes Framework and Indicators agreed. Dashboard and Quality framework to be developed in Q4.				
<b>CS2107.D</b>	<b>Development of the Preparing for Adulthood / Transition Strategy</b>	<b>30 November 2021</b>		<b>80%</b>
First Preparing for adulthood /Transition training look place in November - Team specific training to commence in 2022 - just awaiting final confirmation of date - Transition Policy due to be completed in Feb 2022 - Joint Pathway processes with Adult and Children's social care set for 7th Jan to feed into the policy.				
<b>CS2108</b>	<b>Provide sufficient and suitable school places for all children within the Borough</b>	<b>31 March 2022</b>		<b>65%</b>
Ref.	Name	Due	Status	% Complete
<b>CS2108.A</b>	<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>60%</b>
First Preparing for adulthood /Transition training look place in November - Team specific training to commence in 2022 - just awaiting final confirmation of date - Transition Policy due to be completed in Feb 2022 - Joint Pathway processes with Adult and Children's social care set for 7th Jan to feed into the policy.				
<b>CS2108.B</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 construction project progressing well on Bowled site with completion planned for September 2022. Pennines Secondary Free School - Star Academy Trust appointed with 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 is work with DfE and the Trust to establish contingency HUB for intervening period with a consultation paper to be reviewed at Cabinet in January 2022.				






Action Plan		Due Date	Status	% Complete
CS2108.C	<b>Deliver school expansions, refurbishments and capital maintenance and repair projects across the school estate</b>	31 March 2022		85%
<p>Wates construction progressing well with the build for the new Littleborough CPS. Majority of capital projects completed on time, those deferred due to contractor resource and materials availability issues completed in holiday periods where scope and potential for disruption to teaching and learning allowed and remedial work commissioned where necessary to keep buildings safe and comfortable in the interim.</p>				
CS2109	<b>Ensure that young people have access to quality evening provision to meet identified needs</b>	31 March 2022		60%
Ref.	Name	Due	Status	% Complete
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		60%
<p>Quality assurance visits conducted by Lead Youth Work Managers. Peer inspections scheduled for Feb 2022.</p>				
CS2110	<b>Ensure the voice of young people is promoted and listened to across service development and within provision</b>	31 March 2022		65%
Ref.	Name	Due	Status	% Complete
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		80%
<p>Member of Youth Parliament candidates selected for Heywood/Middleton and Rochdale Pennines. Cross Borough elections to be held in January. Care experienced group established in partnership with C4C team.</p>				
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%




Action Plan		Due Date	Status	% Complete
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>100%</b>
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>	<b>31 March 2022</b>		<b>100%</b>
Further sessions added at Middleton Tech with link to youth club sessions in the evenings at Springvale Youth Centre. Links with YJT prevention officer linked to Consequence Management Cell Multiple sessions held per week at Heywood Sports Village. Mentor sessions in Heywood.				
<b>CS2112 Workforce stability is maintained and strengthened</b>		<b>31 March 2022</b>		<b>95%</b>
Ref.	Name	Due	Status	% Complete
CS2112.A	<b>Continue to provide development opportunities for employees from black, Asian and minority ethnic communities.</b>	<b>31 March 2022</b>		<b>100%</b>
Targeted leadership development opportunities have been offered to colleagues from Black and minority ethnic groups. Additionally, 1 Rochdale manager is now attending the GM leadHERship programme. In Q3 a wider BAME focus group met, with plans to meet at regular intervals, with shared leadership with a group member.				
CS2112.B	<b>Embed and further develop mechanisms to ensure that staff at every level in the organisation influence strategy and practice standards.</b>	<b>31 March 2022</b>		<b>90%</b>
Revised Management meeting arrangements are in place increasing the communication between the wider leadership team. Our new approach to recruitment has attracted an increased number of applications to join the workforce in Rochdale and revised approaches to interviewing are increasing the speed at which we are able to recruit whilst maintaining safe recruitment practices and ensuring quality. There continues to be more to do in ensuring that Rochdale is an employer of choice.				



Action Plan		Due Date	Status	% Complete
<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>57%</b>
Ref.	Name	Due	Status	% Complete
CS2113.A	<b>Review our approach to Neglect through the Safeguarding Partnership</b>	<b>31 March 2022</b>		<b>90%</b>
A new Neglect toolkit has been devised and is currently being consulted on, it is anticipated that this work will be complete by March 22.				
CS2113.B	<b>Develop and implement a service wide engagement strategy for young people, parents and carers</b>	<b>30 September 2021</b>		<b>25%</b>
The new DCS has requested that this is all now revisited in line with more relational practice and that the whole strategy is revisited and a new participation strategy is formulated that involves stakeholders and the young people. This work is now all required in the coming year and will be rolled into the new Directorate Plan.				
<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>		<b>31 March 2022</b>		<b>82%</b>
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>	<b>31 December 2021</b>		<b>100%</b>
Completed Q2.				
CS2114.B	<b>Fully implement and embed No Wrong Door to safely support children edging towards care to live successfully in the community.</b>	<b>31 March 2022</b>		<b>70%</b>

Action Plan		Due Date	Status	% Complete
<p>Numbers of children receiving an outreach continues to be compromised due to still not being fully staffed. The number receiving outreach support has decreased by 4 but a further 10 are awaiting allocation. A piece of work has been undertaken to ensure we can better identify edging towards care via CP Plans.</p>				
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>	<b>31 March 2022</b>		<b>75%</b>
<p>The ACT worker has continued to make an impact on Practice in the PRU, additional funding has been secured to continue this post for a further year. Reports are produced for a Steering Group to evidence impact. The current post holder is moving and a new secondment is being progressed. Further work on the SHB policy with schools, YJS and EHASH is increasingly ensuring a consistent approach. A draft proposal for the Adolescent Safeguarding Offer is being completed by 31st January 2022. Sessions on embedding the NWD provocations have been held for CSC Heads of Service, all Practice Managers / Advanced Practitioners in Q3, as well as a session for all Practice Managers on embedding the Deep Dive Methodology. This is all contributing to setting the culture and approach of our adolescent offer.</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>	<b>30 September 2021</b>		<b>100%</b>
<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>	<b>31 December 2021</b>		<b>65%</b>
<p>Revised PLO9 in use. ToR for LGW, PP and Resources Panel completed and approved. TS is leading a project on development of our PP letters and documents and is our point of contact to the regional work being done on northwest toolkit. We have not progressed the PP tracker and need to pick this up with BP and business support. It links to a wider piece of work being done by ACDS on PP and care proceedings data. We do now have legal data in our level report.</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>		<b>31 March 2022</b>		<b>82%</b>
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>	<b>31 March 2022</b>		<b>90%</b>

Action Plan		Due Date	Status	% Complete
<p>Reliance on external placements has seen a further reduction in terms of external residential and IFA placements. A high proportions relative to our comparators are in our own provision. Our IHF has 315 children in placement.</p>				
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%
<p>Continued roll out of PACE and Securebase. Mockingbird Constellation 1 is now well established and functioning well with Constellation 2 now agreed and planning will begin during Q4.</p>				
CS2115.C	<b>Embed our revised Permanence Strategy</b>	31 October 2021		75%
<p>Strategy is being revised and updated - meeting arranged for 11.01.2022 with appropriate Heads of Service, AD and practice improvement manager to agree updates required and update the action plan in line with the improvement plan.</p>				
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		75%
<p>Policy has been updated and now includes CAO and adoption support, policy is currently with legal and AD for review.</p>				
<b>CS2116 Children's Services lead proactive relational practice within partnership arrangements</b>		31 March 2022		87%
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		100%
<p>Completed.</p>				

Action Plan	Due Date	Status	% Complete
<b>CS2116.B     Develop a Strengths based approach to child protection conferences</b>	<b>31 March 2022</b>		<b>100%</b>
<p>New style case conferences go live on the 10.01.2022 all training has been completed and partners and stakeholders are all on board and supportive of the initiative. The implementation plan is that all ICPC's from 10.01.2022 will be via the new process and over the coming months this will be increased to include all RCPC's this is in order for families to adjust to the new system.</p>			
<b>CS2116.C     Develop pathway for 16/17 year olds presenting as homelessness and in need of accommodation</b>	<b>31 December 2021</b>		<b>75%</b>
<p>As part of planning for the DLUHC our protocol has been redrafted and a clear pathway has been developed. This now needs further to work to ensure it address the needs of each segment (16/17 year olds; Care Leavers; Custody release). Plans for the NHP GM collaboration have progressed. Work with Housing Colleagues has developed outline proposals for provision for 16 &amp; 17 year old homeless young people who do not qualify or refuse support under Section 20.</p>			
<b>CS2116.D     Develop accommodation options for young people presenting as homeless</b>	<b>31 December 2021</b>		<b>75%</b>
<p>As part of planning for the DLUHC our protocol has been redrafted and a clear pathway has been developed. This now needs further to work to ensure it address the needs of each segment (16/17 year olds; Care Leavers; Custody release). Plans for the NHP GM collaboration have progressed. Work with Housing Colleagues has developed outline proposals for provision for 16 &amp; 17 year old homeless young people who do not qualify or refuse support under Section 20.</p>			