

***CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD  
Overview & Scrutiny Committee  
Agenda***

Date Wednesday 26 July 2023

Time 6.00 pm

Venue Crompton Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

Notes 1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services at least 24 hours in advance of the meeting.

2. CONTACT OFFICER for this agenda is Constitutional Services Tel. 0161 770 5151 or email [Constitutional Services@oldham.gov.uk](mailto:Constitutional_Services@oldham.gov.uk)

3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon.

4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

Recording and reporting the Council's meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

Please also note the Public attendance Protocol on the Council's Website

[https://www.oldham.gov.uk/homepage/1449/attending\\_council\\_meetings](https://www.oldham.gov.uk/homepage/1449/attending_council_meetings)

MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD

Councillors Bishop, H. Harrison, Hurley, McLaren, Moores (Chair), Rea, Shuttleworth and Wahid

Item No

- 1 Appointment of Vice-Chair  
To appoint a Vice-Chair for the 2023/24 Municipal Year.
- 2 Apologies
- 3 Declarations of Interest  
To receive Declarations of Interest in any contract or matter to be discussed at the meeting.
- 4 Urgent Business  
Urgent business, if any, introduced by the Chair.
- 5 Public Question Time  
To receive Questions from the Public, in accordance with the Council's Constitution.
- 6 Terms of Reference  
To note the Board's Terms of Reference.
- 7 The Family Hubs Programme (Pages 1 - 10)  
To receive a presentation by Mathew Bulmer, Director of Education, Early Years and Skills, on the Family Hubs Programme.
- 8 Work Programme  
To consider the draft Work Programme for the 2023/24 year. To follow.
- 9 Key Decision Document (Pages 11 - 20)
- 10 Exclusion of Press and Public  
That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph(s) 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.
- 11 The Children's Transformation Programme (Pages 21 - 32)  
To receive a presentation from Mathew Bulmer, Director of Education, Early Years and Skills, on the Children's Transformation Programme.

# Children and Young People Scrutiny Board

---

Family Hubs

Matt Bulmer

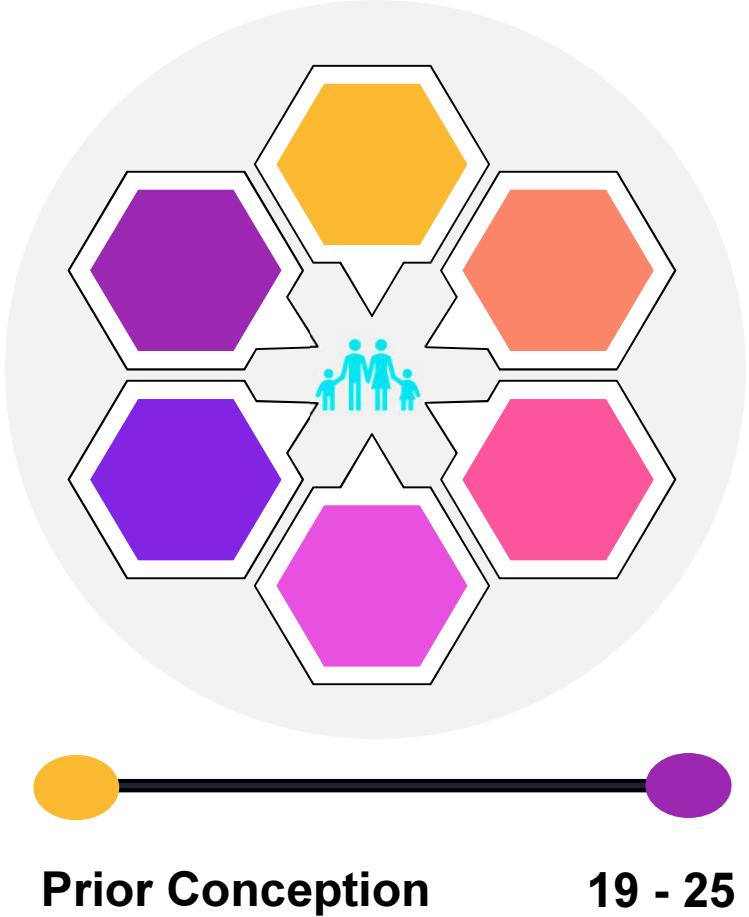
Director of Education Early Years and Skills



# Family Hubs: Single Access Point for Families

Page 2

**Family Hubs** provide families with a single access point to integrated family support services for early help

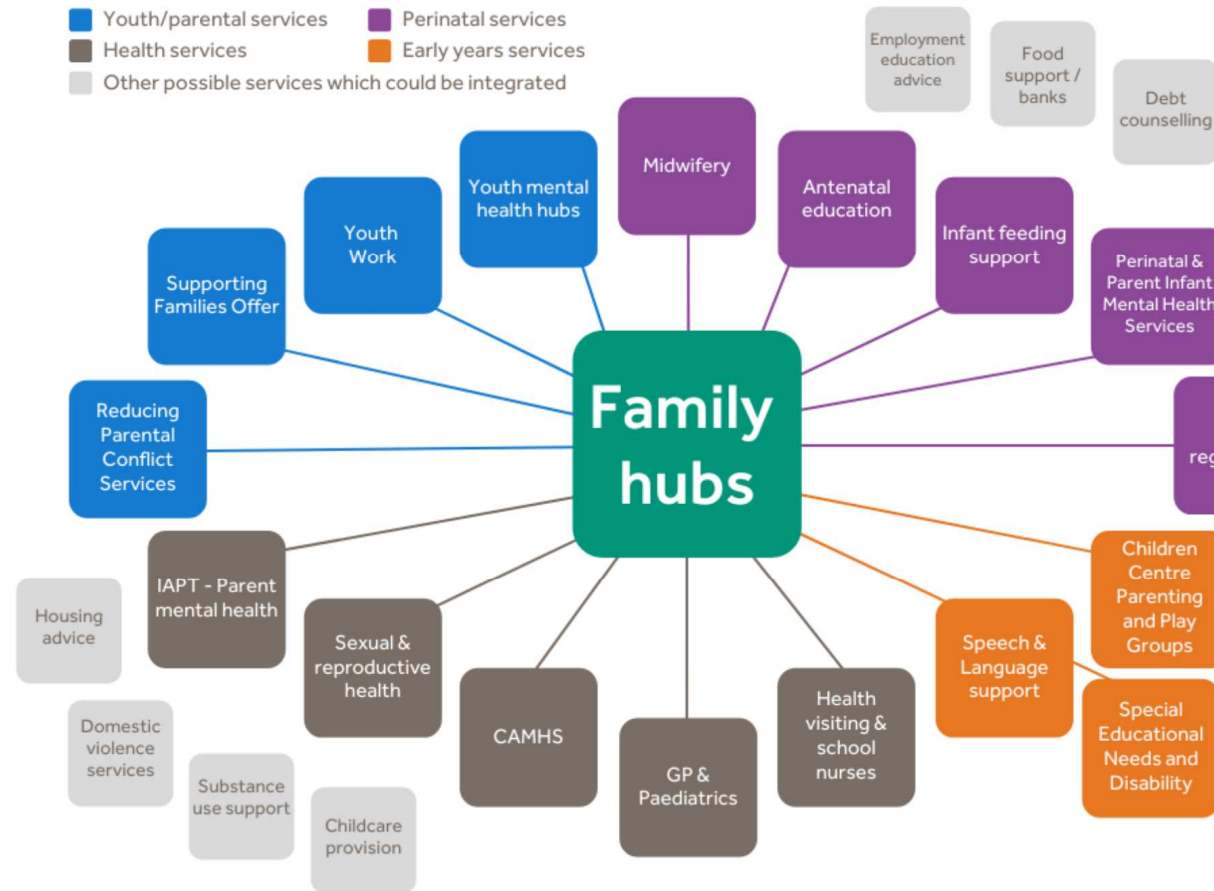


- Infant Feeding
- Mental Health Support
- SEND
- Health Visiting
- Midwifery
- Early Help
- Youth

# Services that could be delivered

Family hubs are a way of **joining up** **locally**, bringing together existing **family support** services across **health** (physical and mental health) and **social care**, as well as **VCFSE** and **education** settings, to provide a single point of access. Services range from **perinatal**, **early years** and **youth** services to targeted support, such as support for **parents** and **carers**.

## Which services can be delivered through family hubs?



# Family Hubs Principles

## ACCESS



### More accessible

There is a clear, simple way for families to access help and support through a hub building and approach.

## CONNECTIONS



### Better connected

There are professionals working together, through co-location, data sharing and a common approach to their work.

## RELATIONSHIPS



### More relationship-centred

The family hub prioritises strengthening relationships, and builds on family strengths.

---

# Family Hubs Funding 2022-2024

£ 3.648.000

Strand	% of spend
Family Hubs Programme Spend	20%
Family Hubs Capital Spend	5%
Parenting Support	16%
Home Learning Environment – Early Language	8%
Parent-Infant Relationships and Perinatal Mental Health	31%
Infant Feeding Support	17%
Publishing Start for Life Offers and Parent Carer Panels	4%

Pages 5

# National Service Expectations

There are **minimum** expectations, and options to “**go further**” for each of the 24 service areas. By the end of 2024/25 we will be expected to deliver against all of the minimum expectations, and a range of the “go further” options.

Page 6



## Annex F: Family Hub Service Expectations

Family Hubs and Start for Life Programme guide

August 2022

The Family Hubs and Start for Life Programme is jointly overseen by the Department of Health and Social Care and the Department for Education.

### Services

1. Activities for children aged 0-5
2. Birth registration
3. Debt and welfare advice
4. Domestic abuse support
5. Early Language and the Home Learning Environment
6. Early Childhood Education and Care (ECEC) and financial support (Tax-Free Childcare, Universal Credit childcare)
7. Health Visiting
8. Housing
9. Infant Feeding Support
10. Intensive targeted family support services, including those funded by the Supporting Families programme
11. Local authority 0-19 public health services, based on local needs assessment 18
12. Mental health services (beyond Start for Life parent-infant mental health)
13. Midwifery/maternity
14. Nutrition and weight management
15. Oral health improvement
16. Parent-Infant Relationships and Perinatal Mental Health Support
17. Parenting Support
18. Reducing Parental Conflict
19. SEND support and services (inclusive of the Start for Life period)
20. Stop smoking support
21. Substance (alcohol/drug) misuse support
22. Support for separating and separated parents
23. Youth justice services
24. Youth services - universal and targeted

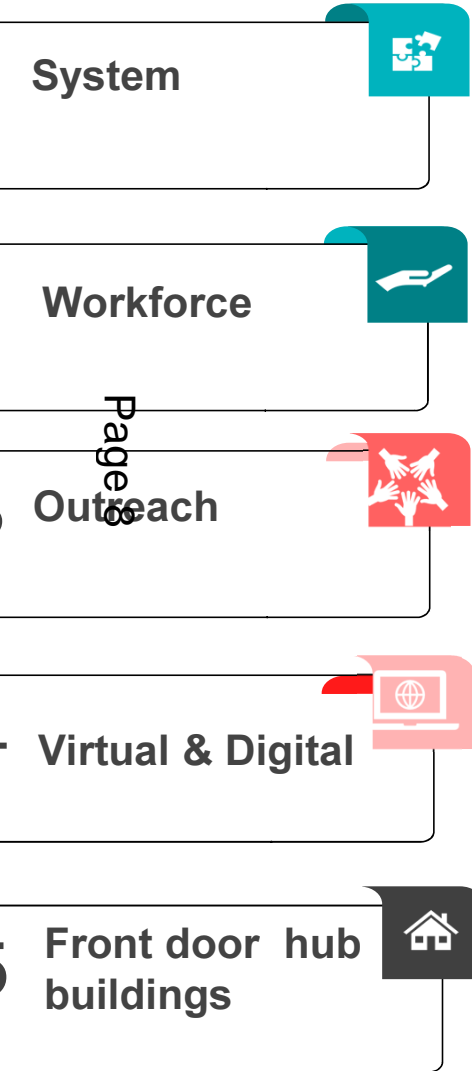


---

## The ambition

- Every family in Oldham should receive the **support they need, when they need it** delivered through trusting and supportive relationships.
- All families in Oldham should have **access to the information and tools** they need to care for and **interact positively** with their babies and children, and to look after their own **health & wellbeing**.
- **Family Hubs** in Oldham will **become the way** we plan and deliver family services in our 5 districts through a **dispersed delivery approach** (hub buildings, virtual offers and outreach)
- They will **provide family early support & help** from pregnancy, through a child's early years, later childhood and up to the age of 19 (or up to age 25 for young people with special educational needs and disabilities) by **increasing access to a range of services through a single point of access**.

# What will be different?



- Central to our approach to system-wide early family support, intervention and prevention, underpinned by strong leadership at a system level.
- Pivotal to the training, development, retention and recruitment of our multi-disciplinary workforce.
- Grow and support voluntary, community, faith and social enterprise sector organisations working under the family hub network. True service integration.
- An innovative digital offer that drives participation and allows us to engage with all families and communities, particularly those not accessing services
- 5 district rebranded, renewed and upgraded centres which become our Family Hubs and integrate services in one access point (supported by satellite hubs). 1 borough wide Hub Oldham Library

---

## Rapid progress: what we have already achieved

- Fully costed delivery plan approved by the DfE - **27 January 2023**
- 5 district family hubs sites identified, plus Oldham library
- 1st Theory of Change activity with district leaders – **23 February 2023**
- 1<sup>st</sup> activity commenced, Tune into Talking at Stanley Road site - **1 March 2023**
- Homestart commissioned to deliver a range of peer support around infant feeding e.g. new Baby Bistro commenced Oldham Library
- Press release - **23 March 2023**
- Baseline Information Management and self-assessment submitted to DfE – **7 April 2023**
- Research & engagement with partners to understand Oldham's current parenting offer **March/April** – analysis underway
- 1<sup>st</sup> Parent Panel held at Oldham library - **12 April 2023**
- Beever Family Hub launch – **20 July 2023**

---

# More progress planned: what we'll be soon delivering

1. Complete the recruitment for the Family Hubs programme team and train them for the deployment of the operational plan of the Family Hubs plan.
2. Brand and reconfigure two Family Hubs – Beaver Centre and Stanley Road.
3. Implement the first Family Hubs consultations/engagement and participation activities.
4. Design and launch the Family Hubs and Start for Life website.
5. Social media presence e.g., first Family Hubs communication & dissemination actions; re-launch Chathealth and Essential Parent and other apps.
6. Commission specific services/activities for the deployment of the Family Hubs delivery plan.
7. Provide grant funds to VCFSE to deliver services in the Family Hubs, and in virtual and outreach sites.
8. Implement the first PIMHS, Infant Feeding, Parenting Support and Early Language activities in the 1<sup>st</sup> Family Hubs and 4 CC (in the hubs, outreach sites and digitally).
9. Implement the first workforce development activities e.g., theory of change workshops with partners
10. Report progress to the DfE in a regular basis
11. Create the Local Assessment.
12. Complete a workforce survey for the Family Hubs L&D model (training, supervision, and culture)

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Wrigley Head Solar Farm	Executive Director for Place & Economic Growth - Emma Barton		Cabinet
Description: Update report on the Wrigley Head Solar Farm project and options for taking the project forward. Document(s) to be considered in public or private:				
Page	Backlog Maintenance 2022/2025	Executive Director for Place & Economic Growth - Emma Barton	February 2023	Cabinet
Description: Backlog Maintenance Priorities for the Council Corporate Property Portfolio Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council.				
	LA Policy on Academy Conversion and Guidance for Schools		February 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Strategic Housing Land Availability Assessment	Executive Director for Place & Economic Growth - Emma Barton	February 2023	

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To seek approval for the publication of Oldham Council's Strategic Housing Land Availability Assessment (SHLAA) as of 1 April 2022. Document(s) to be considered in public or private:				
	Establishment of the Greater Manchester Integrated Care Partnership Board			Cabinet
Description: Document(s) to be considered in public or private:				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>The decision is deemed to be a Key Decision by virtue of the fact that expected expenditure for Oldham Council over the duration of the contract (4 Years) has the potential to exceed the £250k threshold dependent on service demand, although a considerable part of this expenditure is schools</p>	<p>DBS Contract Renewal</p>	<p>Assistant Chief Executive - Shelley Kipling</p>	<p>Before May 2023</p>	<p>Cabinet Member - Corporate Services (Councillor Shaid Mushtaq)</p>

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The awarding of the contract is a Greater Manchester wide decision with an expected decision to be made n late December 2022 followed by a 10-day cooling off period - and the decision to be formally confirmed by mid- January 2023.</p> <p>It is the responsibility of officers at individual authorities to seek separate internal approvals (At both an Executive and Political level) in line with respective Procurement/ / Legal / Constitutional Services governance arrangements.</p> <p>Document(s) to be considered in public or private: The Document and report will be private due to the nature of information relating to the awarding of the contract - deemed commercially sensitive</p>				
D	Future Commissioning intentions for the Hospital to Home Service (Care at Home)		July 2023	Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				
1 FBC New!	Spindles - Creating a Better Place - New Power Supply for Markets, Events and Archive	Director of Economy – Paul Clifford	June 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
<p>Description: New substation /power supply for markets, events and archive</p> <p>Document(s) to be considered in public or private: Creating a Better Place Cabinet Report – July 2022</p>				



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
TBC New!	Spindles - Creating a Better Place - Re-roofing	Director of Economy – Paul Clifford	June 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
Description: Works required to re-roof existing roof above Town Square Shopping Centre. Document(s) to be considered in public or private: Creating a Better Place Cabinet Report – July 2022				
age 15	Care at Home Market Changes.		July 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Carriageway Investment Funding	Director of Environment - Nasir Dad	July 2023	Cabinet
Description: Additional funding for carriageway surfacing/treatments Document(s) to be considered in public or private:				
New!	Settled Accommodation Programme for Afghan and Ukranian Refugees	Director of Economy – Paul Clifford	July 2023	Cabinet

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Oldham have been allocated grants funding from Department for Levelling Up, Housing and Communities (DLUHC) that will enable the delivery of 11 properties designed to support Ukrainian and Afghan refugees between 2022-24.</p> <p>This report confirms the allocation of funding and the completion of a Memorandum of Understanding between the Council and DLUHC. It also seeks approval to enter into a grant agreement with two Registered Providers to deliver these homes.</p> <p>Document(s) to be considered in public or private: Public Cabinet Report and Private Appendices.</p>				
	City Region Sustainable Transport Settlement (CRSTS) – Transport Capital Programme 2023/24	Director of Environment - Nasir Dad	July 2023	Cabinet
<p>Description: With the strategic approach for the 5-year CRSTS funding having been approved in March 2022, this report seeks delegated approval of the programmes recommended for delivery in 2023/24 to utilise this funding.</p> <p>Document(s) to be considered in public or private:</p>				
<b>New!</b>	Environmental Warranty at Fitton Hill	Director of Economy – Paul Clifford	July 2023	Cabinet
<p>Description: To confirm settlement to the Notice of purported breaches of the Environmental Warranties in the Transfer Agreement between the Council and Villages Housing Association in 2004.</p> <p>Document(s) to be considered in public or private: Report and appendices - report is private as it could related to legal proceedings.</p>				
<b>New!</b>	Alexandra Park Eco Centre Update	Director of Economy – Paul Clifford	July 2023	Cabinet
<p>Description: Update regarding the new Eco Centre at Alexandra Park Depot.</p> <p>Document(s) to be considered in public or private: Cabinet Report (Private). Restricted Paragraph Part 3 report</p>				
<b>New!</b>	Cultural Quarter Public Realm	Director of Economy – Paul Clifford	July 2023	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
Description: Construction of a public realm at Greaves St, Ashworth St, the gardens next to the Old Library and the northern end of Southgate St. Document(s) to be considered in public or private: Cabinet report (Private/Part 3 report)				
<b>New!</b>	Creating a Better Place - Health Care Options	Director of Adult Social Care (DASS) – Jayne Ratcliffe	July 2023	Cabinet
Description: Creating a Better Place - Health Care Options - Adult Social Care Document(s) to be considered in public or private: N/A				
<b>New!</b>	Tree Surgery Framework		July 2023	Cabinet
Description: Create a robust framework of tree surgery companies to undertake all of Oldham's trees and woodland work. Document(s) to be considered in public or private:				
<b>New!</b>	Contractual Arrangements – Adult & Children Social Care Software Application (MOSAIC – The Access Group)	Deputy Chief Executive – Sayyed Osman	July 2023	Cabinet
Description: Review of the contract arrangements in relation to the Adult & Children Social Care system . The current contract with Access Group is due for renewal July 2023. Document(s) to be considered in public or private: PUBLIC				
<b>New!</b>	Report of the Director of Finance – Treasury Management Review 2022/23	Director of Finance – Anne Ryans	July 2023	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Annual Review of Treasury Management activity during the year compared to the Treasury Management Strategy 2022/23.                      Document(s) to be considered in public or private: Report of the Director of Finance – Treasury Management Review 2022/23                      Background Documents: Various Appendices                      Report to be considered in Public</p>				
<p><b>New!</b> Page 18</p>	<p>Extension request for the Life of Client Framework Agreement and Service and Maintenance Framework Agreement.</p>	<p>Director of Adult Social Care (DASS) – Jayne Ratcliffe</p>	<p>Before July 2023</p>	<p>Cabinet Member - Health and Social Care (Councillor Barbara Brownridge)</p>
<p>Description: To seek delegated authority to extend the Client Framework Agreement and Service and Maintenance Framework Agreement.                      Document(s) to be considered in public or private: Private</p>				
<p><b>New!</b></p>	<p>CCTV System Upgrade</p>	<p>Director of Environment - Nasir Dad</p>	<p>Before July 2023</p>	<p>Executive Director - Economy, Skills and Neighbourhoods</p>
<p>Description: The provide capital funding for the upgrade of the CCTV control room.                      Document(s) to be considered in public or private:</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
<b>New!</b>	Places for Everyone Plan: A Joint Development Plan Document for 9 Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) - Proposed Modifications Consultation	Executive Director for Place & Economic Growth - Emma Barton	August 2023	Cabinet
Description: Approval, and publication, of proposed modifications to Places for Everyone Plan: A Joint Development Plan Document for 9 Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) for consultation. Document(s) to be considered in public or private:				
TBC <b>New!</b> 23/06/19	Oldham Theatre Planning Application	Director of Economy – Paul Clifford	October 2023	Cabinet Member - Employment and Enterprise (Councillor Shoab Akhtar)
Description: Submission of a planning application for the proposed Oldham Theatre Document(s) to be considered in public or private: Planning application (public)				
TBC <b>New!</b>	Cultural Quarter Public Realm Planning Application	Director of Economy – Paul Clifford	October 2023	Cabinet Member - Employment and Enterprise (Councillor Shoab Akhtar)
Description: Planning application for the proposed Cultural Quarter Public Realm Document(s) to be considered in public or private: Planning application (public)				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 23<sup>RD</sup> JUNE 2023**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
------------------------	---------------------------	--------	---------------	----------------

**Key:**

**New!** - indicates an item that has been added this month

- Notes:
1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
  2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Arooj Shah, Abdul Jabbar MBE, Elaine Taylor, Shaid Mushtaq, Barbara Brownridge, Mohon Ali, Fida Hussain, Peter Dean and Chris Goodwin.
  3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at: <http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>

# Children and Young People Scrutiny Board

---

**Children's Transformation Programme (CTP)**

Matt Bulmer

Director of Education Early Years and Skills



# Children's Services Transformation Programme Structure

## 3. A Home for Every Child

*Ensure that we have sufficient provision to meet the needs of our CYP. Making sure we place children appropriately and that we have a robust and supportive foster care service in Oldham.*

## 2. Making Oldham a great place to work with Children and Young People

*Delivery of a supported and stable workforce that delivers quality and consistent practice. Ensuring that caseloads are manageable, social workers are well supported and their quality of work is to the highest standards*

**Strategic and Outcomes based Commissioning:** *This enabling programme sits across all workstreams*

## Sufficiency, Placements and Quality Practice Programmes:

*This programme area is to support a planned and appropriate reduction in the numbers of children in residential provision by making better placement decisions. Where we do have CLA that their needs are met through quality provision and practice within a mixed market economy and supported by a robust foster care system.*

## 1. Quality Support at the earliest point

*Strengthen the CYP prevention and early intervention system in Oldham through key projects such as Family Hubs and to provide leadership in a system wide approach to prevention. Support to Families is appropriate and at the earliest stage, with a de-escalation of needs and CLA*

## 4. Improving the Mental Wellbeing of Children and Young People in Oldham

*Aligned to our approach to earlier interventions at lower levels, ensure that the Mental Wellbeing system and our services address needs at earlier stages and prevent escalation.*

## 5. Improving the Speech, Language and Communication Needs of Children and Young People in Oldham

*Aligned to our approach to earlier interventions at lower levels, ensure that the SLCN system and our services address needs at earlier stages and prevent escalation.*

## Early Intervention and Prevention Programmes:

*With rising numbers of CLA we need to reform our services to address needs earlier, this programme focuses on a system wide approach to early help, on specific CYP Projects and on 2 key areas that have been identified as key drivers for demand in Mental Wellbeing and SLCN. A whole Oldham partnership approach is required to make a real difference.*

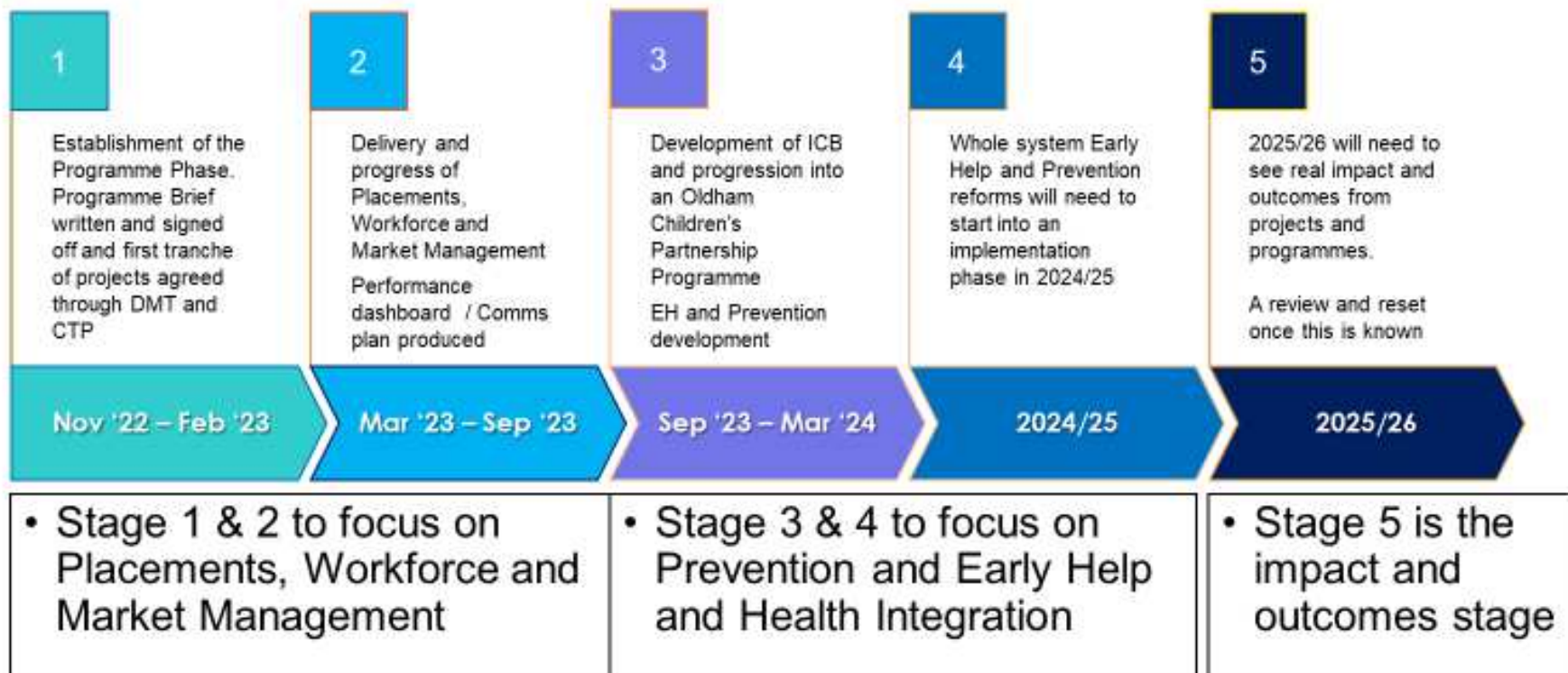
## 6. Inclusive Education for all our Children

## Separately governed but associated improvement programme for SEND:

*Ensure we have the right SEND provision and balance of services to meet needs, a significant part of the programme is use of the High Needs DSG and how this can be used effectively to reduce growing demand by improving outreach and support.*



# Project Timeline



# Programme Highlight Report

<b>Highlight Report: Children's Transformation Programme</b>			
<b>Report Author:</b>	Matt BULMER	<b>Report Period:</b>	01/06/23 - 01/07/23
<b>Sponsor:</b>	Harry CATHERALL	<b>Programme Manager:</b>	Matt BULMER
<b>Senior Responsible Officer:</b>	Gerard JONES		

## Overall Summary

<b>Current Status:</b>	<b>Amber</b>	<b>Previous Status:</b>	<b>Amber</b>
------------------------	--------------	-------------------------	--------------

Main event in this period has been the joint Ofsted/CQC area SEND inspection. Whilst the inspection picked out a range of system-wide and service-specific strengths, the inspection also identified important areas where significant progress was required. The two priority actions from the inspection will be:

- Improved access to therapies, the most significant of which being Speech and Language Therapy (SALT)
- Improved leadership of the SEND partnership

With regards to the 'quality support at the earliest point' strand, progress has been rapid on Family Hubs with formal opening of Beaver on 20 July. A further estates business case is due to come forward shortly. Although the 0-19 service fared well during the SEND inspection, more work is needed to make the service financially sustainable over the long term.

In relation to the workforce strand, all planned activity is progressing to plan and target; however, agency rates remain stubbornly high. Work is underway to look at further options to make planned reductions to agency staff. This includes the modelling of increased caseloads and reduced demand.

On placement sufficiency, the children's home proposal is shortly to move through the Council decision making process. Expressions of interest were received to run the home. These are currently being considered. The deadline for expressions of interest for semi-independent placements are due within the next week. Fostering recruitment continues to go well, with the targets due to be hit.

Significant risks to the programme still exist. The main ones surround demand for services and the supply of staff and placements. This position still remains unbalanced, with the position on placements being particularly difficult. Some of the transformation activity will start to see impact during the remainder of the financial year.

### **Milestones for the next period:**

- End July: review of Section 75 agreement between Council and Northern Care Alliance
- 18 July Residential Business Case to Directorate Management Team
- 20 July: opening of Beaver Family Hub
- End-July: fostering panels
- 2 August: residential business case to management board

# Work Strand Status

Work Strand	Programme Manager	Key Updates
Quality support at the earliest point	Matt Bulmer	All Family Hubs services now commissioned. Virtually all staff now in place. Soft launch of Beaver hub took place in early July. Formal launch on 20 July. Estates business case will be ready by end of month. 0-19 service: Chief Executive of Northern Care Alliance, and Managing Director of Children and Young People for the Council due to jointly host a workshop in late July which will look at a review and reset of the Section 75 agreement between the two organisations.
Making Oldham a great place to work with CYP	Sharon Moore	All planned activity progressing well in this strand. As a result, the workforce is starting to feel more stable. This has been reflected in (1) feedback from staff (especially at a recent practitioner's forum) and (2) further improvements in the quality of social work. Additionally, progress being made on the reduction of our higher cost agency staff (and further progress here is anticipated.) However, the overall background pressures on the workforce remain unchanged: high demand and limited supply. As such, our investment in trainee social workers is pivotal. This recruitment is still on track to hit targets. As a consequence, we are well placed to see both reducing levels of turnover and a reduction in agency use over the course of the rest of this financial year.
A home for every child	Steve Larking	<b>Foster carers:</b> there have been 15 enquiries in June. Out of the 15 enquiries, all are from Oldham. No de-registrations this month and one approval. 3 Further application comes to panel in July. There are a further 6 households within the recruitment process currently. This puts us in a strong position to meet our targets <b>New Children's Home:</b> We have received 8 expressions of interest from Providers to deliver either the new Council children's home or new residential block contracts. We will establish a new Children's residential provider collaborative model to ensure more influenceable residential provision in Oldham including these 2 projects. The full business case will be presented at Directorate Management Team on 2 August and Management Board on 16 August.
Improving the mental wellbeing of Oldham's CYP	Steve Larking	Meetings have been held with the chair of the Oldham Mental Health Locality Board and discussions are underway on its reform to be the governance vehicle for change. A sub-group for children and young people (CYP) is being developed and this workstream will be led through this programme route. A review of the draft CYP mental health strategy is underway, ensuring it is an integrated strategy that includes the requirements of social and emotional mental health from the SEND service and is not just a health led and owned strategy. Specific project plans will be developed once the reforms are in place and the strategy signed off.
Improving the SLCN of Oldham's CYP	Steve Larking	A service specification and contract review meeting was held with the NCA and agreement reached on a 2 stage approach to transformation. 1) A jointly owned recovery plan will be developed with costings for waiting list backlog clearance and the meeting of statutory SEND duties around input into education and health care plans. A first draft will be issued for review by 19 July 2) A full service transformation project across health, education and social care will be brought together with a 9 month programme target for outcomes. Thus will draw together the currently disparate speech, language and communication needs transformation work under a partnership model for change
Inclusive education for all Oldham's CYP	Amber Burton	The SEND improvement programme was commented upon positively within the recent inspection. The main comment was that both the improvement plan (and the associated strategy) had not yet had time to show impact. The additional comment was that the SLC part of the plan was, however, weak and did not show enough detail around how to deal with access to services issues.

# Quality support at the earliest point

Highlight Report: Quality Support at the Earliest Point			
Report Author:	Matt BULMER	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Matt BULMER
Senior Responsible Officer:	Gerard JONES	Project Manager:	Paula HEALEY

## Overall Summary

### Overall Summary:

All Family Hubs services now commissioned. Virtually all staff now in place. Soft launch of Beaver hub took place in early July. Formal launch on 20 July. Estates business case will be ready by end of month. 0-19 service: Chief Executive of Northern Care Alliance, and Managing Director of Children and Young People for the Council due to jointly host a workshop in late July which will look at a review and reset of the Section 75 agreement between the two organisations.

### Priorities for the next period:

0-19 service transformation workshop – late July  
Launch of Beaver Centre – 20 July

## Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Hire the Family Hubs programme team	30/06/2023	Green	All posts now in place aside from the 2 parenting officers (recruitment currently underway.)
Commission specific FH services/activities	30/06/2023	Green	All commissioning for FY22/23 now almost completed. The contract with Pennine for Parent and Infant Mental Health has now been agreed (thanks to the involvement of Mike Barker and Steven Larking) and good strategic relationships have now been established with that partner. Additionally, Alistair Craig (Chief Executive, NCA) has approached Matt Bulmer to discuss the possibility of NCA being further aligned with Family Hubs development.
FH branding	30/06/2023	Complete	Branding agreed and installed in Beaver.
Reconfigure/refurnish the 5 Family Hubs	30/06/2023	Amber	Beaver centre now reconfigures, redecorated and reconfigures. Stanley Road will be the next centre to be visited. Formal opening of Beaver FH on 20 July. Full estates business case to come forward by the end of month.
Launch the Family Hubs and Start for Life website	30/06/2023	Green	Revised Family Hubs website brief prepared and now Oldham's comm team are working with suppliers to design 2nd website iteration. Additionally, 100 articles have been produced by Family Hubs Project leads. These articles will be included in Family Hubs website and Facebook page. Family Hubs Comms Team is mapping the digital offer to identify opportunities and gap filling the information.

## Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Review of S75 for 0-19 service	End July	Green	On track
Official opening of Beaver Centre	20 July	Green	On track

## Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
Family Hubs grant claw back	Unable to allocate and spend the whole of the grant in year 1 (2022-2023) with the DfE clawing back the funding, risking reduced funding in years 2 and 3.	Amber	The Council have submitted to DfE a statement of grant usage which has been accepted. This profiles the spend of the grant across the 2 remaining years of the project.
Theme leaders capacity	Theme leaders lack the capacity to lead Family Hubs workstreams in a timely manner due to <i>business as usual</i> pressures	Amber	<ol style="list-style-type: none"> <li>1. Ensure quick recruitment into vacant project support posts so that themes leaders have additional capacity.</li> <li>2. Establish new partnership governance arrangements so that all partners steer the delivery of the programme at the correct level of seniority.</li> </ol>
Delay in transitioning to new IT infrastructure	Due to a delay in transitioning to new IT infrastructure through NCA across the 5 FH sites there could be issues with access to IT and telephony systems.	Amber	<ol style="list-style-type: none"> <li>1. Closely monitor progress with the implementation plan to ensure it remains on track.</li> <li>2. Seek approval from the Section 75 Management Board to extend the SLA with Bridgewater for 3 months +1.</li> </ol>

# Making Oldham a Great Place to work with C&YP

## Highlight Report: Making Oldham a Great Place to work with C&YP

Report Author:	Sharon MOORE	Report Period:	01/06/23 – 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Sharon MOORE
Senior Responsible Officer:	Gerard JONES	Project Manager:	Victoria CALDWELL

### Overall Summary

#### Overall Summary:

All planned activity progressing well in this strand. As a result, the workforce is starting to feel more stable. This has been reflected in (1) feedback from staff (especially at a recent practitioner's forum) and (2) further improvements in the quality of social work. Additionally, progress being made on the reduction of our higher cost agency staff (and further progress here is anticipated.) However, the overall background pressures on the workforce remain unchanged: high demand and limited supply. As such, our investment in trainee social workers is pivotal. This recruitment is still on track to hit targets. As a consequence, we are well placed to see both reducing levels of turnover and a reduction in agency use over the course of the rest of this financial year.

#### Priorities for the next period:

**Workforce Data & Systems:** complete the production of workforce data dashboard that allows us to accurately track all key workforce metrics on a monthly basis.

**Social Work Academy:** Principal Social Worker now appointed.

**Business Services & Improved Restructure:** to be completed by the end of the summer.

**Recruitment & Agency:** further reductions in the number of high costs agency management placements.

**Culture and Retention:** DCS for Blackpool to visit Oldham during summer to run a workshop with the CSC&EH management team on the transformation work they have completed in Blackpool and how some of their lessons can be applied in Oldham.

#### Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Workshop with Blackpool DCS on workforce transformation	End of summer	Green	On track
Completion of business services restructure	30 July	Green	On track

#### Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
LA agency rate	Still remains stubbornly high. However, current focus is on addressing our most costly management positions. There has been very substantial progress on this, and more expected. More general progress expected throughout the year as our ASYEs are able to take on full case loads.	Amber	A focus on senior posts and the support of our ASYEs
Lack of SWA capacity	Lack of capacity in SWA means that insufficient resource is available to fully support ASYEs leading to the continuation of high attrition rates.	Amber	Quality assurance work has been moved away from SWA and into Independent Review. This will allow the SWA to focus solely on ASYE support and staff development.
SW offer	Our offer to existing SW to come and work in Oldham is not sufficiently attractive, meaning that our agency rate remains stubbornly high.	Amber	In combination with our retention payments, and other staff benefits, we also need to wait to see the impact of Choose Oldham.

# Home for Every Child

## Highlight Report: Home for Every Child

<b>Report Author:</b>	Emma HARROP	<b>Report Period:</b>	01/06/23 - 01/07/23
<b>Sponsor:</b>	Harry CATHERALL	<b>Programme Manager:</b>	Steve LARKING
<b>Senior Responsible Officer:</b>	Gerard JONES	<b>Project Manager:</b>	Nick WHITBREAD

### Overall Summary

#### Overall Summary

**Foster carers:** there have been 15 enquiries in June. Out of the 15 enquiries, all are from Oldham. No de-registrations this month and one approval. 3 Further application comes to panel in July. There are a further 6 households within the recruitment process currently. This puts us in a strong position to meet our targets

**New Children's Home:** We have received 8 expressions of interest from Providers to deliver either the new Council children's home or new residential block contracts. We will establish a new Children's residential provider collaborative model to ensure more influenceable residential provision in Oldham including these 2 projects. The full business case will be presented at Directorate Management Team on 2 August and Management Board on 16 August.

#### Priorities for the next period:

**Foster Careers:** finalise recruitment into foster support team. Plan the 3 fostering applications coming to panels before the end of July.

**Specialist fostering support:** Further work involving .

**New Children's Home:** Business Case to be presented at DMT on 2 August and Management Board on 16 August. A Strategic Provider Partnership Model is being explored to deliver existing and new sufficiency projects.

**Contracted semi-independent & residential provision:** the new block contracts for semi-independent provision is planned to be in place for September 2023. Savings can be realised immediately after this date.

**Improved placement planning:** Review of all OOB placements took place on 7th July. Discharge of care team to be recruited. Practice improvement on care planning on action plan for Social Work Academy.

#### Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone (by exception):
New children's home proposal to go to DMT	2 August	Green	
New children's home proposal to go to management Board	16 August	Green	

#### Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
Placement Demand	Placement demand continues to outstrip supply, meaning improved contracts are difficult to agree	Amber	Strengthened contracts with providers through market engagement
Children's Home	A suitable site for a new Children's home becomes difficult to secure.	Amber	Interaction with Children Centres

# Improving the Mental Health of Oldham's C&YP

## Highlight Report: Improving the mental wellbeing of Oldham's CYP

Report Author:	Steve LARKING	Report Period:	01/06/23 - 01/07/23
Sponsor:	Harry CATHERALL	Programme Manager:	Steve LARKING
Senior Responsible Officer:	Gerard JONES	Project Manager:	

### Overall Summary

#### **Overall Summary:**

Meetings have been held with the chair of the Oldham Mental Health Locality Board and discussions are underway on its reform to be the governance vehicle for change. A Sub-Group for CYP is being developed and this workstream will be led through this programme route.

A review of the draft CYP Mental Health Strategy is underway, ensuring it is an integrated Strategy that includes the requirements of SEMH from the SEND service and is not just a health led and owned Strategy. Specific Project Plans will be developed once the reforms are in place and the Strategy signed off.

Whilst distinct activity is happening across the Oldham Mental Health Locality and Health Inequalities project areas, this workstreams requires further development. A dedicated Programme Manager and PMO support have now been identified to scope this work, more detailed delivery plans are expected to be produced in August/September, and a sprint session will be set up to begin design work with project plans to be developed at pace.

Concerns raised during joint Ofsted/CQC area SEND inspection regarding access to MH services.

#### **Priorities for the next period:**

**Design Sprint Sessions:** The Programme Manager will set up 2x workshops to develop a programme plan and an outcomes framework for Children and Young People's Mental Health and Wellbeing in Oldham.

**Identification of Projects:** The Programme Manager and PMO will identify the required projects to support the overall programme plan, and project plans will begin to be drafted

### Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Presentation and discussion on partnership approach at HWB	End March	Complete	COMPLETE
Agree governance and partnership of project	End July	Green	
Sprint sessions on Programme Design and Outcomes held	September	Green	

### Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
Ownership of Programme	Mental Health and Wellbeing responsibilities sit across various agencies and partners and there is a risk no one takes overall ownership	Amber	Programme Manager has been identified and is a role that sits across the LA and ICB



# Improving the SLCN of Oldham's C&YP

## Highlight Report: Improving the SLCN of Oldham's CYP

<b>Report Author:</b>	Steve LARKING	<b>Report Period:</b>	01/06/23 - 01/07/23
<b>Sponsor:</b>	Harry CATHERALL	<b>Programme Manager:</b>	Steve LARKING
<b>Senior Responsible Officer:</b>	Gerard JONES	<b>Project Manager:</b>	

### Overall Summary

#### Overall Summary:

A Service Specification and Contract Review meeting was held with the NCA and agreement reached on a 2-stage approach to transformation:

- 1) A jointly owned recovery plan will be developed with costings for waiting list backlog clearance and the meeting of statutory SEND duties around input into EHCPS. A first draft will be issued for review by 19th July
- 2) A full-service transformation project across Health, Education and Social Care will be brought together with a 9-month programme target for outcomes. This will draw together the currently disparate SLCN transformation work under a partnership model for change

Significant concerns raised around access to SLC services during recent Ofsted/CQC area SEND inspection.

#### Priorities for the next period:

**Identification of Projects:** The Programme Manager and PMO will identify the required projects to support the overall programme plan, and project plans will begin to be drafted

### Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Présentation and discussion on partnership approach at HWB	End March	Complete	COMPLETE
Agree governance and partnership of project	End July	Green	
Sprint sessions on Programme Design and Outcomes held	September	Green	

### Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
Ownership of Programme	SLCN services sit across various agencies and partners and there is a risk no one takes overall ownership	Amber	Programme Manager has been identified and is a role that sits across the LA and ICB



# Inclusive Education for all Oldham's Children –

## Highlight Report: *Inclusive Education for all Oldham's Children*

<b>Report Author:</b>	Emma HARROP	<b>Report Period:</b>	01/06/23 - 01/07/23
<b>Sponsor:</b>	Harry CATHERALL	<b>Programme Manager:</b>	Amber BURTON
<b>Senior Responsible Officer:</b>	Gerard JONES	<b>Project Manager:</b>	Paula GREEN

### Overall Summary

#### Overall Summary:

The SEND improvement programme was commented upon positively within the recent inspection. The main comment was that both the improvement plan (and the associated strategy) had not yet had time to show impact. The additional comment was that the SLC part of the plan was, however, weak and did not show enough detail around how to deal with access to services issues.

**Early Identification and SEN Support:** there is a comprehensive package of strategic actions that focus on this area, monitored/extended through the Early Identification & Intervention Partnership. There are continuing high levels of engagement at SENCo development days. The next one of these will focus on early identification and the Secondary Language Link (a council project to support early identification of speech, language and communication needs in Y7 for all secondary schools.) There is a comprehensive training package available for all schools/settings.

**Positive Health & Wellbeing:** A programme of targeted EBSA training over a 2–3-year period is in place and being delivered. In relation to mental health services, the complex case panel sits alongside the adult panel and a dedicated post who will have responsibility of this group is currently being appointed to. There are also two specialist MHST teams (EBSA, ASD) available to support all schools/settings in Oldham.

**Preparing for Adulthood:** the supported internship project is running smoothly and there is close working with GMCA to promote SI with wider employer group.

#### Priorities for the next period:

**Early Identification and SEN Support:** grant application for DfE Delivering Better Value Programme due to complete by July 2023. This will bring £1m, which will be focused on early identification and intervention. Develop an information pack on SEND in the early stages and a SEND main poster. Develop a SEN support toolkit of resources to work alongside the graduated response toolkit.

**Positive Health & Wellbeing:** Coordinate training in SEMH area so there is resource readily available for schools. Revisit key guidance documents/toolkits as part multi agency approach to ensure they are update and understood.

**Joint Commissioning & Sufficiency of Specialist Support:** Develop a range of 'mainstream plus' options to support children that require extra provision in mainstream schools. Develop a evidence-informed approach to planning places in all types of specialist SEND provision. Work with the education setting to ensure the best use of capital funding. Promote and expand the inclusive offer in Oldham.

**Preparing for Adulthood:** Ensure a strong joint local offer of education, health and care options for young people with complex needs. Work with education settings to promote more lessons on life skills.

### Key Current Milestones

Milestones:	End Date:	RAG:	Progress on Milestone:
Complete the first phase of SEND audits in targeted schools/settings	Mid-June	Complete	
Publication of Oldham SEND strategy	Mid-July	Green	

### Key Current Risks

Risk Title:	Description:	RAG:	Mitigating Actions:
SEND Demand	SEND demand continues to increase at a rate that outstrips supply of supporting health services	Red	<ol style="list-style-type: none"> <li>Improved early identification of SEND through actions within the improvement programme</li> <li>Increased mainstream provision for SEND children</li> </ol>

## Review: Programme Red Risks

ID	Identified by	Description	Consequence	Likelihood (1-4)	Impact (1-4)	Score / Rating (1-16)	Owner
R1	Matt Bulmer	Given demand/workforce pressures on BAU, there will be insufficient resource to deliver the CTP to planned timescales.	Activity is either delayed or is paused resulting in delay for realising benefits including, savings.	3	4	12	Matt Bulmer
R15	Steven Larking	A lack of performance and placement data produced centrally as part of a dashboard is impacting on evidence based decision making	Decisions being made are not based on evidence	3	4	12	Matt Bulmer
R2	Matt Bulmer	Despite effective programme delivery, external dependencies (for instance, economic recession) lead to increasing levels of demand for children's services, making it impossible to realise cost savings.	Benefits, including savings, not realised.	3	4	12	Matt Bulmer
R4	Matt Bulmer	Demand for child placements, regionally and nationally, continues to outstrip supply, leading to further price inflation.	Impedes realising the savings.	3	4	12	Matt Bulmer
R5	Matt Bulmer	Demand for social workers, regionally and nationally, continues to outstrip supply, leading to agency work continuing to be more attractive than permanent positions.	Statutory services continue to be delivered via high levels of agency staff (and staff turnover), impeding realising savings or insufficient resources to respond to demand.	3	4	12	Matt Bulmer
R12	Matt Bulmer	SEND demand continues to increase at a rate that outstrips supply of supporting health services	Increase demand on services	3	4	12	Matt Bulmer