

Children, Young People and Families Plan 2025 -26



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Our Vision



Oldham: A community where children, young people, and families thrive

We want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. We want to be the best borough for children and young people and the staff and services that work with them.

Children's Services make the commitment to:

- Putting children and young people first
- Supporting families and protecting vulnerable children and young people
- Working together as one team close to our community
- Providing great public value and confidence
- Listening and engaging
- Creating an inclusive and empowering environment

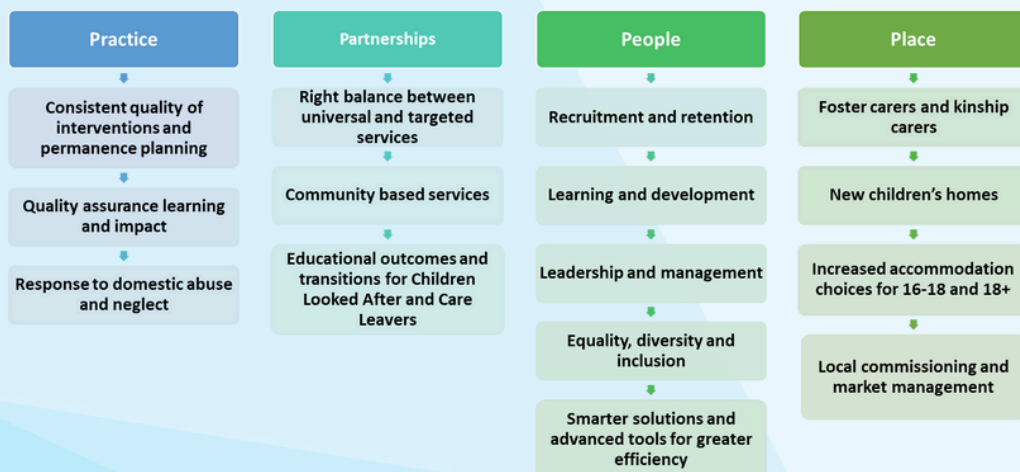
Strategies and Plans

The following strategies and plans describe the priorities across the children and young people directorate and wider partnership.

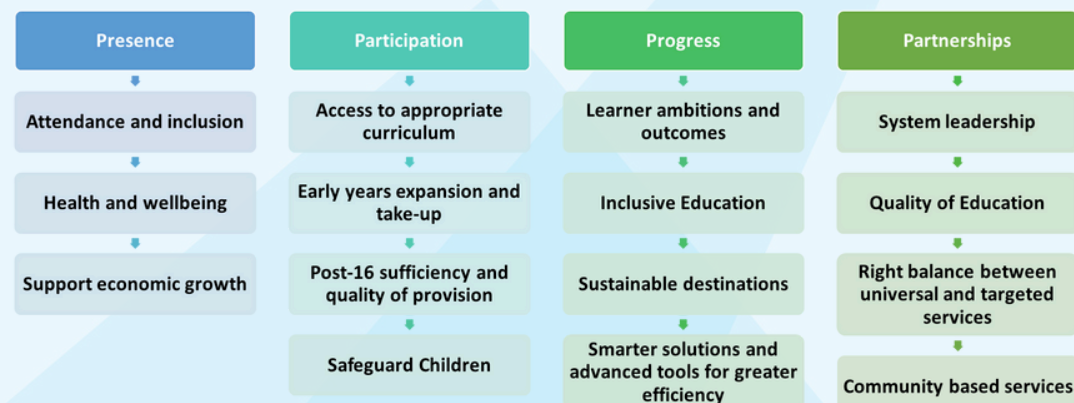
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|---------------------------------|-------------------------------|
| ✓ The Oldham plan | ✓ Corporate plan |
| ✓ Achieving Excellence strategy | ✓ Education strategy |
| ✓ Corporate parenting strategy | ✓ SEND and Inclusion strategy |
| ✓ Early Help strategy | ✓ Participation strategy |

Business Priorities

Children's Social Care and Early Help



Education, Early Years, Skills and SEND



Partnership Principles

- Reduce poverty and drive equality.
- Co-production and co-design of services with children, young people, and families.
- Invest in earlier help to meet families' needs.
- Encourage family self-help and resilience.
- Digital delivery, advice, and guidance.
- Relational, strength-based practice, asset based, whole family support.

Governance

We operate in a complex multi-agency environment where many partners have their own governance and oversight arrangements. To navigate this, the Children and Young People Alliance will oversee the breadth of services contributing to outcomes for children and young people.



Key Risks

- Adequate resources in the Education and Social Care system to manage and reduce demand and maintain/improve statutory quality and performance.
- Partner responsibility at the appropriate level across the partnership.
- Significant budget overspends continue to rise due to levels of demand.

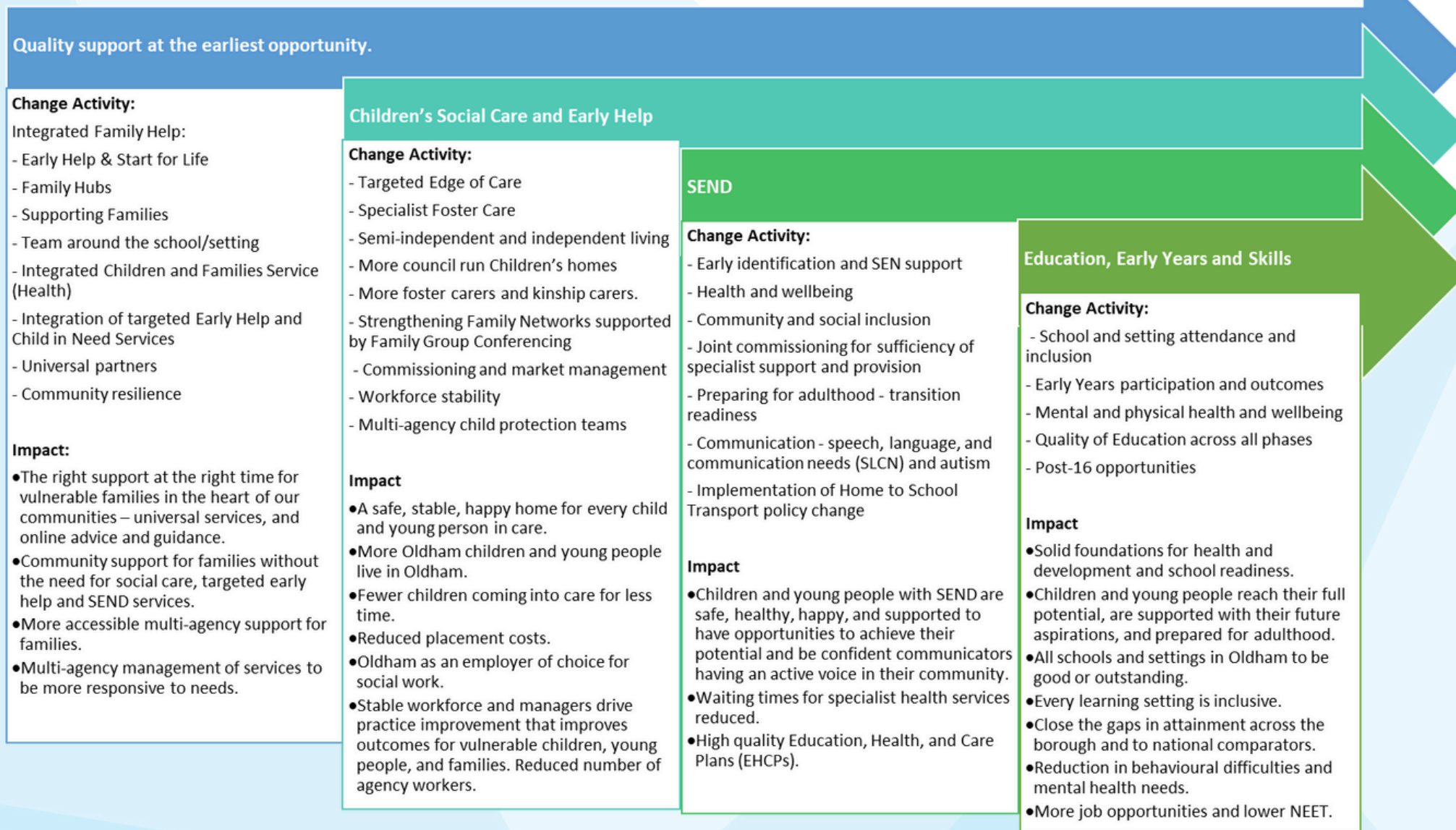
Outcomes Framework

Children and Young People:

- Are safe and supported.
- Have opportunities to achieve their potential.
- Are happy and healthy.
- Are proud and ready for life.
- Have a voice as part of the community.

Children and Young People Change Portfolio

The following are the transformation and change programmes that we are delivering with partners. The Children's Transformation Board, SEND Local Improvement Partnership Executive Board and Oldham Learning Partnership oversee the delivery of the change portfolio, as well as a number of service improvements programmes which are focused on delivering good services, financial savings of £3,512m in 2025/26 and implementation of national reforms, through strong co-production, to improve outcomes for Oldham's children and young people and their families.



Children and Young People Key Performance Indicators

Children's Social Care and Early Help:

Targets

Help and Protection

Corporate Parenting

75% • Percentage of children in families closed with all issues addressed (excludes worklessness)

No Target Set • Rate of referrals into CSC

21% • Percentage of repeat referrals

No Target Set • Rate of CPP

26% • Percentage of repeat CPP

No Target Set

• Rate of CLA

55%

• Percentage of CLA in internal provision

85%

• Percentage of CLA with a permanence plan

10%

• Percentage of CLA with three or more placement moves

67%

• Percentage of CLA in long term stable placements

80%

• Percentage of CLA with an up to date annual health assessment

63% (17-18)

• Percentage of Care Leavers aged 17-18 and 19-21 in EET

48% (19-21)

• Percentage of Care Leavers aged 17-18 and 19-21 in suitable accommodation

8% (17-18)

6% (19-21)

Workforce

Complaints

25% • Percentage of agency social workers

17 • Average caseload per social worker

No Target Set • Rate of registered social worker turnover

75% • Complaints responded within timescales

Children and Young People Key Performance Indicators

Education, Early Years and Skills:

Targets

Education & Inclusion

No Target Set

No Target Set

No Target Set

No Target Set

97% (reception)
93% (yr 7)

No Target Set

- Attendance rate in primary and secondary schools
- Attainment 8 score at end of KS4
- Fixed term suspensions in primary and secondary schools
- Permanent exclusions in primary and secondary schools
- Percentage of children receiving 1-3 school place preference in reception and year 7
- KS2, KS4 and KS5 outcomes – all pupils, CLA and SEND

Early Years

No Target Set

75%

90%

No Target Set

No Target Set

- EYS Foundation stage: Percent reaching a good level of development
- Percentage take-up of two year old early education entitlement
- Percentage take-up of three and four year old early education entitlement
- Percentage of early years providers rated good or outstanding
- Percentage of early years childminders inspected rated good or outstanding

SEND

No Target Set

75%

80%

- Percentage of fixed term suspensions which are of pupils with SEND (Primary & Secondary)
- Percentage of annual EHCP statutory reviews within timescale
- Percentage of EHCP completed within 20 weeks

Skills

2%

3.5%

95%

2701

718

- Percent of 16 to 17 year olds destination lapsed/unknown
- Percent of 16 to 17 year olds who are not in education, employment or training
- Pass rate of learners completing Lifelong Learning courses
- Number of overall engagements across GOW contracts and/or online registrations
- Number of residents into employment

Complaints

75%

- Complaints responded within timescales

Children and Young People Risk Register

Service	Description of Risk	Implications	INHERENT Likelihood BEFORE mitigation	INHERENT Impact BEFORE mitigation	Score	Mitigating Actions	REVISED Likelihood AFTER mitigation	REVISED Impact AFTER mitigation	Revised Score
Children's Social Care and Early Help	Insufficient placements available to meet demand within Oldham which will increase the use of out of borough placements resulting in a budget overspend	The placement budget will overspend. Children and young people will live in placements away from their local networks and communities.	4	3	12	Via the access to resources panel and complex cases funding panel for out of borough placements; reduce individual costs for some placements and rehab some children and young people to Oldham as appropriate based on their needs. Delivery of the transformation programme plans including effective Early Help and Edge of Care offer to prevent children and young people coming into care. Strong foster carer support packages to reduce the need for using residential provision.	3	2	6
	Partnership understanding and application of threshold and framework of response for earlier help leading to sustained high demand for targeted early help and statutory social work services	The service continues to experience significant demand through the front door which will impact on service pressures. Further pressure on social workers that leads to unmanageable caseloads and an increase in sickness absence or staff turnover and reliance on additional agency workers.	3	3	9	Senior leaders are committed to ensuring adequate resources are in place to manage the level of demand through to Children Services and prioritise resources where needed. Place based integrated family help offer to provide families with earlier support to reduce a need for a social care or targeted early help referral.	2	2	4
	Partnership capacity to manage demand and attend statutory case work meetings	Information is not shared in a timely and effective manner which impacts on multi-agency decision making	3	3	9	Delivery of the OSCP strategic plan priorities. Challenge and support at the Safeguarding Partnership and Accountabilities meeting.	2	2	4
	Workforce instability impacts on the quality and consistency of social work practice to improve outcomes for children, young people and families	The quality of the service to vulnerable children, young people and families is inconsistent and does not improve their outcomes.	3	3	9	Permanent recruitment into vacancies with a focus and commitment to implementing our recruitment and retention strategy.	2	2	4
	Unable to achieve the agreed 25/26 budget reduction savings targets	Non-delivery will create increased service budget pressures	4	3	12	Transformation delivery plans and tracking of progress through the transformation programme governance arrangements.	3	2	6

Children and Young People Risk Register

Service	Description of Risk	Implications	INHERENT Likelihood BEFORE mitigation	INHERENT Impact BEFORE mitigation	Score	Mitigating Actions	REVISED Likelihood AFTER mitigation	REVISED Impact AFTER mitigation	Revised Score
Education, Early Years, Skills and SEND	Balance of demand and resources: Rising demand for education, health and care needs assessments and subsequent plans (EHCP), combined with associated costs.	Rising number of EHCPs leads to additional cost out of the high needs block. There is a need to grow statutory and support services to meet the demand. There is no matched provision from health and social care to meet the growing demand. This poses a risk of failure to deliver statutory services and this negatively effects children, young people, and families.	4	3	12	Implement programmes, specifically targeted at reducing risk in this area. Programmes include; Delivering Better Value (DBV), Change Partnership Programme (CPP) and Early Language Support for Every Child (ELSEC)	3	2	6
	Effective joint commissioning to meet the needs of children and young people with SEND: Service level agreements and contracts do not provide enough specificity to demonstrate that they meet the current demands related to SEND in the local area.	Need to work in partnership with ICP to ensure commissioning and monitoring processes are in place. Timeliness of decisions and governance arrangements to ensure no gaps in statutory services. Funding commitments from ICP	4	2	8	Review service level agreements and contracts through Children's Joint Commissioning Group to ensure they are fit for purpose and reflect current needs. Where necessary, amend agreements. Put in place formal monitoring procedures, where these do not currently exist. Joint Commissioning Group in place with LA, ICB, PH, PCF and key partners, ToF R in place, meetings	2	1	2
	There is a risk that schools in Oldham become less inclusive due to the competing pressures of increased need (SEND, safeguarding and pastoral) and a regulatory system that prioritises academic outcomes across a narrowing curriculum.	Increases in persistent and severe absence. Continued increases in CME and EHE. Difficult in placing children through fair access protocols. Increasing suspension and exclusion (placing pressure in the PRU).	4	3	12	Review In Year Fair Access protocols. Additional resource into inclusion team through PEIA. Development of appropriate Alternative Provision throughout Oldham (led by PRU).	3	2	6
	LA is at risk of not providing appropriate education provision for 16 - 19-year-olds to fulfil the Raising the Participation Age (RPA) duty.	LA not meeting its statutory functions and will not have the number of places due to growth in numbers of young people and a reduction in provider diversity that young people will want or are able to access.	3	3	9	Working with local, regional and national partners across all agencies to raise the risk of sufficiency and drive a strategic response from the DfE to create a wider educational offer of provision across GM, NW and nationally. Contact DfE to discuss gaps in provision and how to resolve.	3	2	6