

# Performance Assurance Report: Children & Young People

Quarter 2 – 1st July 2025 to 30th September 2025

***Portfolio holder (Performance): Cllr Arooj Shah, Leader of the Council***

***Cabinet member for Children and Young People: Cllr Shaid Mushtaq***

***Cabinet member for Education & Skills: Cllr Mohon Ali***

***Cabinet member for Enterprise: Cllr Fida Hussain***

***Report owner: Julie Daniels, Executive Director Children & Young People***

***Officer contact: Steve Hughes, Assistant Director of Strategy & Transformation***

**Report to Children & Young People Scrutiny Board: 27th November 2025**

# Directorate overview

The Council is split into four key executive directorate areas; Place, Resources, **Children & Young People** and Health & Care.

The Children & Young People directorate is overseen by Julie Daniels, **Executive Director Children & Young People** and consists of two directorates:

- Children's Social Care & Early Help overseen by **Anthony Decrop, Director of Children's Social Care & Early Help**
- Education, Early Years & Skills overseen by **Matthew Bulmer, Director of Education, Early Years & Skills**

Youth Services sit within the Communities directorate, overseen by **Neil Consterdine, Director of Communities**.

# Quarter 2 introduction: Julie Daniels, Executive Director, Children & Young People

This quarter's performance reflects the continued dedication across our services to deliver high-quality outcomes for children, young people, and families. Despite workforce pressures and rising complexity in safeguarding, we've seen improvements in our response to complaints, repeat referrals, internal placements, health assessments, and workforce stability as well as continued strong performance in education attendance and inclusion.

Our focus remains on strengthening safeguarding multi-agency collaboration and improving placement stability and EHCP annual reviews.

*Julie Daniels, Executive Director of Children & Young People*

# Balanced scorecard metrics

*Customer Experience | Workforce | Finance | Access to information*

# Customer Experience

<b>Customer Metrics*</b> - Metrics taken from services using 8x8 to log calls and so do not represent all of Children's Social Care	<b>Oldham Council Q2 Customer</b>	<b>Children's Q2 Customer</b>
<b>Number of calls</b>	76,991	2379
<b>Numbers of calls answered</b>	66,080	1690
<b>Average handling time</b>	0:07:48	0:08:10
<b>Average wait time</b>	0:07:17	0:12:52
<b>Post Call Customer Satisfaction Surveys</b>	91.95%	82.98%
<b>Complaints Metrics</b>	<b>Oldham Council Q2 Complaints</b>	<b>Children's Q2 Complaints</b>
<b>Received</b>	168	55
<b>Completed within Target</b>	81	23
<b>Overdue (Open/Late)</b>	12	0
<b>Compliments Metrics</b>	<b>Oldham Council Q2 Compliments</b>	<b>Children's Q2 Compliments</b>
<b>Number of Compliments*</b>	72	9

\* Not all compliments can be logged by Directorate due to lack of information so individual directorate figures will not equal overall compliment figure

# Workforce

Workforce Metric	Oldham Council Q1	Oldham Council Q2	Children & Young People Q2
Headcount*	2595	2618	1006
Sickness Absence %	6.2%	5.04%	13%
Turnover rolling 12 month %	12.9%	12.7%	13%
Agency Spend Year to Date M4	£4.23m	£4.02m	£1.41m
Appraisals/Let's Talk		75.9%	75.7%

\*Overall Headcount is measured on distinct posts, so removes numbers of people with multiple roles. Hence this number is lower than the sum of Directorate headcount

# Access to information

Governance Metrics	Target	Oldham Council Q2 Overall	Children & Young People Q2
Number of Freedom of Information (FOI) requests received		401	63
FOIs answered within statutory time period	90%	90 (89%)	42 (66%)
Number of Subject Access Requests (SARs) received		108	56
SARs answered within statutory time period	80%	40 (62.5%)	10 (17%)
Number of Requests for Service received		244	98
Number of Requests for Service responded to within Target time period	80%	217 (89%)	80 (81%)

# Children's Social Care & Early Help

- Early Help
- Family Hubs
- Domestic Abuse
- Family Decision Making
- MASH & EDT
- Complex Safeguarding
- Assessment & Intervention
- Safeguarding & Care Planning
- Residential
- Fostering & Adoption
- Children with Additional and Complex Needs & Short Breaks
- Family Centres
- Children in Our Care
- Leaving Care
- Independent Review
- OSCP
- LADO
- Workforce Academy
- Business Services, Strategy and Improvement
- Children's Commissioning



# Introduction: Director of Children's Social Care & Early Help

It is positive to see that improvement against key indicators continues to be maintained and exceeded in some critical areas with the vast majority of indicators now green with just 1 red and 2 amber. This success can partially be attributed to the ongoing progress in securing a stable workforce with the use of agency staff being its lowest for several years alongside a reduction in staff turnover. The strategy of focussing on creating a stable social care workforce has clearly evidenced the positive results this brings to children & families.

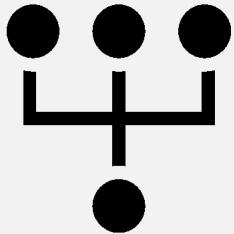
The hard work of Fostering, Residential and Commissioning Services has supported the sustained improvement of the number of children looked after placed in internal provision and care leavers in suitable accommodation in turn impacting positively on their engagement in employment, education and training.

*Tony Decrop, Director Children's Social Care & Early Help*

% of referrals which are repeat referrals to Children's Social Care (in month)

15%

$\frac{54}{364}$



Previous Quarter  
Q1: 18%

Target = 21%

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

85.5%

$\frac{147}{172}$



Previous Quarter  
Q1: 96%

Target = 75%

% of care leavers in unsuitable accommodation

aged 17 - 18

2.7%

$\frac{2}{73}$

aged 19 - 21

5.5%

$\frac{9}{163}$



Previous Quarter  
Q1: 4.1% (17-18) Q1: 2.3% (19-21)

Target = 8% (17-18) | 6% (19-21)

[Green]

Low is Good

[Green]

High is Good

[Green]

Low is Good

% of children looked after  
placed within in-house  
provision

**57.7%**

$\frac{341}{591}$



Previous Quarter:  
Q1: 55.4%

*Target = 55%*

[Green]

High is Good

% of children looked after  
that have a permanence plan  
recorded at second review

**94.9%**

$\frac{93}{98}$



Previous Quarter:  
Q1: 96.8%

*Target = 85%*

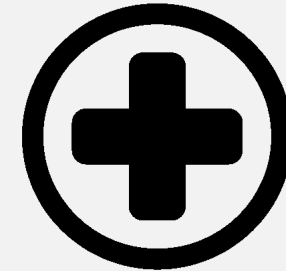
[Green]

High is Good

% of children looked after  
with an up-to-date annual  
health assessment

**96.6%**

$\frac{571}{591}$



Previous Quarter:  
Q1: 85.8%

*Target: 80%*

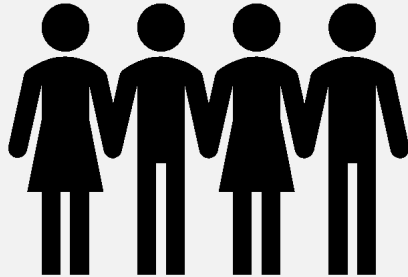
[Green]

High is Good

% of agency social workers  
in children's social care

19.4%

$\frac{53}{274}$



Previous Quarter:  
Q1: 23%

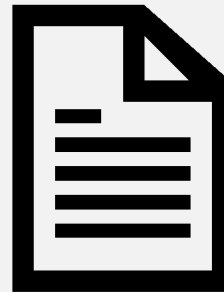
Target = 25%

[Green]

Low is Good

Average number of cases  
per social worker

17.1



Previous Quarter:  
Q1: 17.2

Target = 17

[Green]

Low is Good

Rate of registered social  
worker turnover

14%

$\frac{29}{207}$



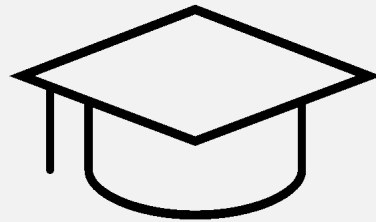
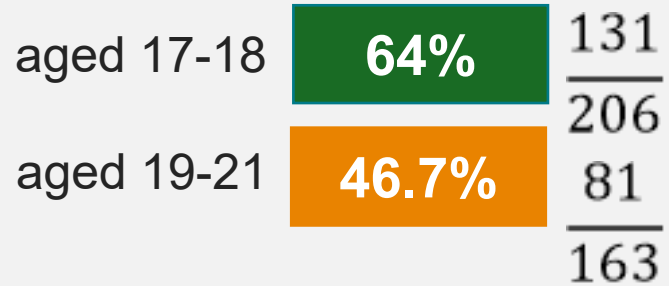
Previous Quarter:  
Q1: 17.6%

Target = no target

[no target]

Low is Good

% of care leavers in education,  
employment or training



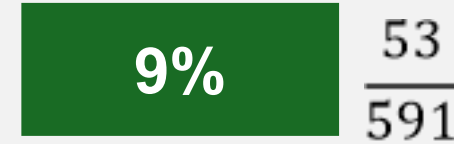
Previous Quarter:  
Q1: 61.6% (17-18) | 46.2% (19-21)

*Target = 63% (17-18) | 48% (19-21)*

[Amber]

High is Good

% of children looked after with  
three or more placement moves  
in the last 12 months



Previous Quarter:  
Q1: 10.5%

*Target = 10%*

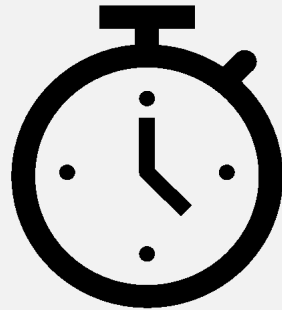
[Green]

Low is Good

% of child protection plans starting which were a second or subsequent plan

**33%**

$\frac{45}{137}$



Previous Quarter:  
Q1: 31%

*Target = 26%*

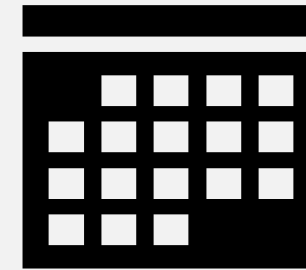
[Red]  
Good

Low is

% of children looked after in long term stable placements

**64%**

$\frac{131}{206}$



Previous Quarter:  
Q1: 64.7%

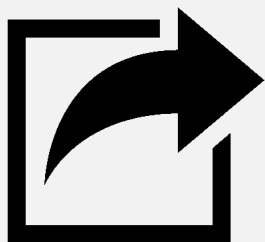
*Target = 67%*

[Amber]  
Good

High is

Rate of referrals into  
children's social care per  
10,000 children aged under  
18 years

**631**



Previous Quarter:  
Q1: 638

*Target = no target*

Rate of CPP per 10,000  
children aged under 18  
years old

**66.7**



Previous Quarter:  
Q1: 64.7

*Target = no target*

Rate of children looked  
after per 10,000 children  
aged under 18 years old

**93.8**



Previous Quarter:  
Q1: 94.4

*Target = no target*

# Development areas across the directorate

<b>Percentage of child protection plans starting which were a second or subsequent plan</b>	<p>The number of child protection plans starting with a subsequent plan has increased slightly from last quarter. This performance has been driven by several large sibling groups. This is a priority area of focus to ensure that we are driving purposeful child protection planning across the service. The conference team manager is undertaking thorough analysis of all children with repeat child protection planning and there is senior multi agency child protection panel oversight.</p> <p>The Families First Partnership Programme reforms will provide opportunities for strengthening multi agency child protection arrangements over the next two years.</p>
<b>Percentage of children looked after in long term stable placements</b>	<p>There has been a gradual improvement in the performance over time. The measure is for children in care for over 2½ years and in the same placement for over two years, therefore improvement has to be observed over longer periods of time. The service has 'long term matched' more children to their foster carer this year than any of the previous four years and continues to track children with plans to achieve long term match. The service has worked hard to improve their internal sufficiency, with more children in internal foster care and an increase in the number of internal residential beds.</p> <p>The service is developing a revised Approach to Kinship and Permanency Policy which will enable Social Workers with tools and guidance to progressing permanency options for children, including ensuring the full use of support options for keeping or returning children to their family members.</p>



# Reflections from Cabinet Member

It's encouraging to see strong progress in key areas such as internal placements, health assessments for children looked after and care leavers NEET. The reduction in agency staff and improved workforce stability are signs of a more sustainable service. While repeat child protection plans require careful monitoring, we know and understand how large sibling groups can disproportionately impact on when measuring a small cohort of children. Our strong multi-agency response and strategic reforms underway show our commitment to helping and safeguarding every child effectively.

*Councillor Shaid Mushtaq*

Cabinet member for Children and Young People

# Education, Early Years & Skills

- SEND and Inclusion
- Specialist Services
- Education Support Services
- Virtual School
- Early Years
- Music Service
- School Improvement
- Employment and Skills
- Post-16
- Lifelong Learning
- Business Services, Strategy & Improvement
- Children's Commissioning
- LA Maintained Schools

# Introduction from the Director of Education, Early Years & Skills

## **Improving NEET Rates**

We are strengthening our collective approach to post-16 transitions by improving data sharing and early identification of young people at risk of becoming NEET. Closer coordination between schools, colleges, enabling targeted outreach and re-engagement support. Through the refreshed Post-16 Partnership Board, we are ensuring greater accountability and consistent tracking across partners. Alignment with Get Oldham Working and our local skills programmes will expand access to apprenticeships, vocational routes, and mentoring. Particular emphasis is being placed on improving outcomes for care leavers and young people with SEND, ensuring every young person has a clear pathway into education, employment, or training.

## **Improving EHCP Annual Review Timeliness**

We have approval for additional staffing into the SEND service to assist with the increasing number of annual reviews that require co-ordination. We continue to focus on those annual reviews where they are needed most, for instance, transition years and where the needs of the child have substantially changed.

*Matt Bulmer, Director of Education, Early Years and Skills*

## Pass rate of learners completing life learning courses

98.5%

Quarterly



Previous Term:  
Q1: 95.4%

Target = 95%

[Green]  
Good

High is

## % children receiving their 1-3 preference of school place for the September intake

Reception	97.83%	2668
		2727
Year 7	93.55%	3033
		3242

Annual  
25/26  
intake



Previous Year:  
24/25: 98.8% (Reception) | 92.5% (Year 7)

Target = 97% (Reception) | 92% (Year 7)

[Green]  
Good

High is

## % of 16 to 17-year-olds destination lapsed/unknown

1.25%

Sept 25



Previous Quarter:  
Q1: 1.25%

Target = 1.5%

[Green]

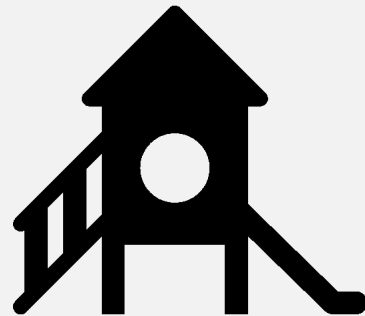
Low is Good

% take up of 3 & 4 year-old children  
benefiting from funded early education  
places

**92.1%**

$\frac{6016}{6534}$

Summer  
term 25



Previous Term:  
Q1: 95.3%

*Target = 90%*

[GREEN]

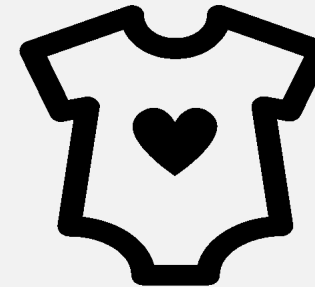
High is Good

% take up of 2 year old's from working  
families benefiting from a funded early  
education place

**114.8%**

$\frac{1037}{903}$

Summer  
Term 25



Previous Term:  
Q1: 119.3%

*Target = 75%*

[GREEN]

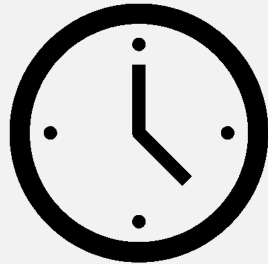
High is Good

Timeliness of EHC plans: %  
completed within 20 weeks over 12  
months

**87.3%**

$\frac{137}{157}$

Sept 25



Previous Quarter:  
Q1: 87.5%

*Target = 80%*

[GREEN]

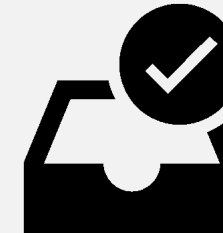
High is Good

Annual EHCP (SEND) statutory  
reviews completed within legal  
timeframe

**60.3%**

$\frac{217}{360}$

Sept 25



Previous Quarter:  
Q1: 83.4%

*Target = 75%*

[RED]

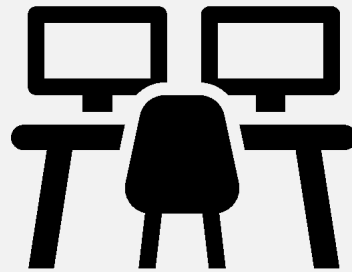
High is Good

% 16 to 17 year olds who are not in  
education, employment or training (NEET)

**4.63%**

$\frac{325}{7014}$

Sept 25



Previous Term = 4.63%

*Target = 4%*

[Red]

Low is good

% of early years  
childminders inspected  
rated good or outstanding

100%

Quarterly



Previous Quarter:  
Q1: 98%

*Target = no target*

% of early years group  
settings inspected rated  
good or outstanding

92%

Quarterly



Previous Quarter:  
Q1: 98%

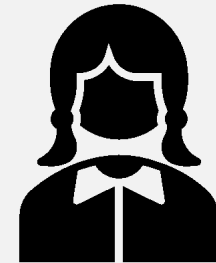
*Target = no target*

Early Years Foundation  
Stage: % reaching a good  
level of development

63.1%

2029  
—  
3216

2024/25



Previous Year:  
2023/24 63.6%

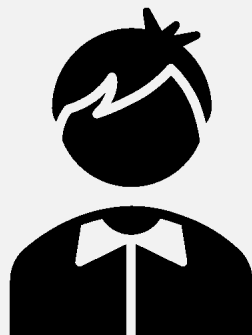
*Target = no target*



## % attendance rate in Oldham primary schools

End Summer  
term 25

**94.6%**



Previous Term:  
Q1: 94.7%

*Target = no target*

[NO TARGET]

High is Good

## % attendance rate in Oldham secondary schools

End Summer  
term 25

**92.3%**



Previous Term:  
Q1: 92.5%

*Target = no target*

[NO TARGET]

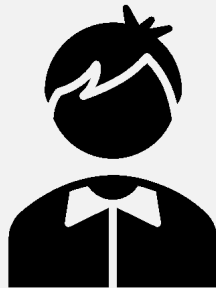
High is Good

## % of SEND fixed term suspensions in primary schools

End Summer  
term 25

**80.6%**

54  
—  
67



Previous Term:  
Q1: 79.5%

*Target = no target*

[NO TARGET]

Low is Good

## % of SEND fixed term suspensions in secondary schools

End Summer  
term 25

**33.7%**

248  
—  
735



Previous Term:  
Q1: 37.8%

*Target = no target*

[NO TARGET]

Low is Good

% of permanent exclusions in primary schools

Summer term 25

0%

0  
25556

Previous Quarter = 0.0%

% of fixed term suspensions in primary schools

Summer term 25

0.3%

67  
25556

Previous Quarter = 0.3%

% of permanent exclusions in secondary schools

Summer term 25

0.1%

16  
18568

Previous Quarter = 0.1%

% of fixed term suspensions in secondary schools

Summer term 25

4%

734  
18568

Previous Quarter = 4.5%

No Target Set  
Low is good

# Development areas across the directorate

## **% 16 to 17 year olds who are not in education, employment or training (NEET)**

NEET and unknown are not monitored during quarter 2, due to how the DfE monitors. Below is an extract from the relevant guidelines:

It is extremely important that information on the activity of young people is as up to date as possible so that those who are not participating, or who are NEET, can be identified and supported to re-engage. All young people whose current activity cannot be confirmed must be recorded as 'not known' until their current activity is re-established. The currency requirements mean that it is normal for the proportion of young people whose current activity is not known to rise sharply over the summer, especially where most provision is in Further Education rather than school based. DfE does not monitor 'not knowns' between July and September and services are advised not to benchmark their performance against others during this period.

Consequently, a large proportion of our young people will become 'unknown' whilst we re-establish the destinations for those who are on one year and two-year courses. This large number of unknowns distorts the NEET percentage and makes statistics impossible to produce – hence the DfE advice for services is not to benchmark performance during this period.

## **Annual EHCP (SEND) statutory reviews completed within legal timeframe**

At the end of each academic year, the SEND team request paperwork from schools/pupils with overdue reviews for the academic year, as a result, during July/Aug/Sept timeliness reduces. Decisions are made in the same weekly cycle as the review paperwork is submitted, which is a part of the process that works well, however the dates already exceed the 4 week timescale following the review.

# Reflections from Cabinet Member

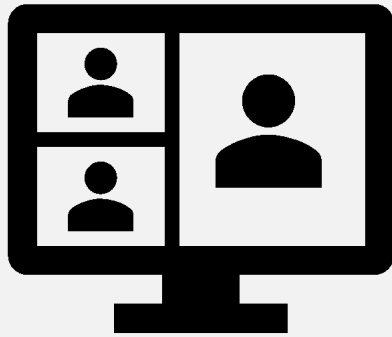
The education and early years data shows a positive trajectory, particularly in the pass rate of lifelong learners and sustained good school attendance. However, we recognise the challenges in EHCP annual review timeliness and NEET tracking during Q2. We remain committed to improving SEND outcomes and ensuring every child and young person has access to quality education and lifelong learning opportunities.

*Councillor Mohon Ali*

Cabinet member for Education& Skills

Number of overall  
engagements across all  
GOW contracts and/or  
online registrations

**2,433**

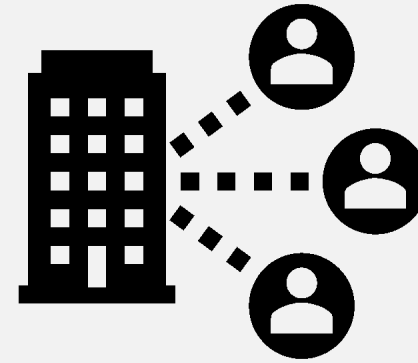


Q1: 2,744

*Target = 2,701*

Number of  
residents into  
employment

**743**



Q1: 939

*Target = 718*

# Development areas across the directorate

## Number of overall engagements across all GOW contracts and/or online registrations

Get Oldham Working (GOW) has supported **743 Oldham residents into employment** as of September 2025, exceeding the annual job outcome target of 718. This reflects the strength of GOW's integrated model — combining one-to-one support, employability skills, and health-related interventions to help residents overcome barriers and sustain work.

However, while overall delivery remains strong, the total number of **resident engagements (2,433)** is slightly below the quarterly target of **2,744**. This variance is primarily linked to the **National Careers Service (NCS)**, which provides lower-intensity support compared with other GOW programmes such as **Restart**, **Support to Succeed**, and **In-Work Progression** — all of which are exceeding their engagement and outcome profiles.

To strengthen performance, GOW is increasing **group-based sessions** and outreach delivery to improve reach and volume, particularly within the NCS contract. The introduction of a **central triage process**, improved **CRM tracking**, and closer alignment with **Live Well** and **Neighbourhood Teams** will further enhance referral flow, efficiency, and early engagement over the coming months.

Despite the engagement measure showing red under the current tolerance settings, GOW's performance remains robust and on trajectory to meet both engagement and employment targets by year-end.

# Reflections from Cabinet Member

Get Oldham Working continues to exceed employment targets, demonstrating the strength of our integrated support model. While engagement numbers are slightly below target, the steps being taken to enhance outreach and referral pathways are promising. We remain focused on ensuring residents have the tools and opportunities to thrive in a changing labour market.

*Councillor Fida Hussain*

Cabinet member for Enterprise



# Communities directorate

- Youth Services

# Introduction: Director of Communities

The Youth Service Team over the Summer period have been extremely stretched with demand to support young people in need and manage rising ASB a challenge. Specifically, the Detached Youth and District Youth Teams where we have a basic offer in Districts have been stretched. The work has also been more intense with targeted work. However, the number of young people engaged and supported is a real positive. Both the Outdoor and Environmental Education Service (OEES) and the Youth Service offered a comprehensive Summer programmes which was also supported by a successful Holiday Activity Funding programmes.

*Neil Consterdine, Director of Communities*

# Youth Services key metrics

Number of engagements (visits) to OEES provision

**1808**



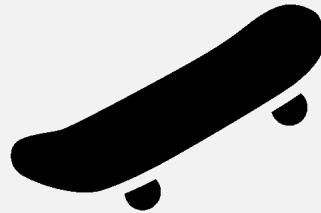
Q1: 3552  
Previous Year:  
24/25: 7729

*Target = 8000 (annually)*

[Green]

Number of youth work sessions delivered

**533**



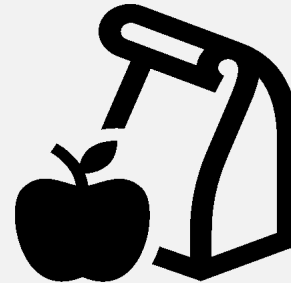
Q1: 568  
Previous Year:  
24/25: 2275

*Target = 3000 (annually)*

[Green]

Number of OEES sessions delivered

**68**



Q1: 108  
New Measure in 25/26

*Target = 500 (annually)*

[Green]

Number of individual young people engaged with youth service (Number)

**543**



Q1: 1403  
Previous Year:  
24/25: 2744

*Target = 3000 (annually)*

[Green]

# Reflections from Cabinet Member

The Youth Service has shown remarkable resilience and impact during a challenging summer period. Despite staffing pressures and increased demand, the team delivered a strong programme of engagement, including targeted interventions and outdoor education sessions. The Holiday Activities and Food Programme continues to be a vital support for vulnerable families, and the number of young people reached is a testament to the dedication of our youth workers.

*Councillor Shaid Mushtaq*

Cabinet member for Children and Young People



**Oldham**  
Council