

Children & Young People Directorate Performance Assurance Report:

Quarter 3 – 1st October 2025 to 31st December 2025

Data Pack for Report to Children & Young People Scrutiny Board: 12th March 2026

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

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

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Collated by: Performance Improvement Team and Data & Intelligence Service

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Directorate overview

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

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 **Paul Tinsley, Interim Director of Education, Early Years & Skills**

Youth Services sits within the Communities directorate (within Place) and is overseen by **Neil Consterdine, Director of Communities**.

Portfolio overview

The Children & Young People directorate is supported by:

- Cllr Shaid Mushtaq, Cabinet member for Children & Young People
- Cllr Mohon Ali, Cabinet member for Education & Skills
- Cllr Fida Hussain, Cabinet member for Enterprise

Benchmarking

Scrutiny Boards may wish to benchmark or verify reports against external sources.

The Local Government Association (LGA) provide ready built reports that use published data and useful trend or comparator information:

- [Themed reports | LG Inform](#)
- [Mobile app content | LG Inform](#)

Note: registration using an oldham.gov.uk email is required in the first instance

Quarter 3 introduction: Executive Director, Children & Young People

Quarter 3 shows a broadly stable and largely positive performance across the Children & Young People directorate, with continued strengths in key areas of service delivery and some notable improvements.

Children's Social Care continues to demonstrate progress, with strong performance on permanence planning, children in our care health assessments, care leavers and low use of agency staffing. Demand remains high, but caseloads are stable, and workforce turnover has improved.

Education, Early Years & Skills continues to secure strong outcomes, including high school admissions satisfaction, excellent school attendance, strong early years quality, reduced NEET levels and good performance on several SEND indicators. However, the timeliness of annual EHCP reviews and secondary suspensions remain priority improvement areas.

Youth Services performance remains strong, with high-quality provision and good engagement, though rising demand continues to place pressure on capacity.

Across the directorate, customer satisfaction remains high, and workforce stability is improving, though timeliness of FOIs and SARs are areas requiring sustained attention due to the complexity of requests.

As we move into Quarter 4, our focus remains on **delivering consistently high-quality services**, responding effectively to growing levels of need, and ensuring that children, young people, and families receive timely and effective support.

Julie Daniels

Balanced scorecard metrics

Customer Experience | Workforce | Finance | Access to information

Context for Balanced Scorecard metrics

- BSC metrics are intended to provide a context for the pressures on a service
- Some metrics are reported through the lens of the 'customer front door' and so do not include direct contact with frontline staff or service areas – therefore they do not provide the full picture or quantities being received or delivered by the service
- Services are working to collect additional insight where possible – for example, what residents are contacting a service about, and what this tells us about their experience
- More insight relating to complaints and compliments can be found in the [Customer Feedback: Annual Report 2024-25](#)
- Note* not all compliments can be logged by the Directorate due to a lack of information, so individual directorate figures will not equal the overall compliment figures

Customer Experience

Customer Metrics - Metrics are taken from services using 8x8 to log calls & do not represent all of Children's Services	Oldham Council Q2 Customer	Oldham Council Q3 Customer	Children's Q2 Customer	Children's Q3 Customer
Number of calls (received)	76,991	63,825	2379	1619
Numbers of calls answered (handled)	66,080 (86%)	57,215 (90%)	1690 (71%)	1379 (85%)
Average handling time	0:07:48	0:08:03	0:08:10	0:05:43
Average wait time	0:07:17	0:05:21	0:12:52	0:08:59
Post Call Customer Satisfaction Surveys	91.95%	93.27% (1317 / 1412)	82.98%	91.67% (22 / 24)
Complaints Metrics	Oldham Council Q2 Complaints	Oldham Council Q3 Complaints	Children's Q2 Complaints	Children's Q3 Complaints
Received	168	190	55	38
In Time	81 (70.4%)	162 (85%)	23 (65.7%)	37 (97%)
Not in Time	21	28	12	1
Representations	337	317	21	35
Compliments Metrics	Oldham Council Q2 Compliments	Oldham Council Q3 Compliments	Children's Q2 Compliments	Children's Q3 Compliments
Number of Compliments*	66	58	3	11

Workforce

Workforce Metric	Oldham Council Q2	Oldham Council Q3	Children & Young People Q2	Children & Young People Q3
Headcount*	2618	2648	1006	1017
Sickness Absence %	5.04%	6.07%	5%	5.7%
Turnover rolling 12 month %	12.7%	11.6%	13%	13%
Agency Spend Year to Date**	£4.02m	£2.95m	£1.41m	£0.84m
Appraisals/Let's Talk***	75.9%	75.9%	75.7%	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; ** all workforce metrics are quarterly unless specified, agency spend is Quarter 3 spend up until M9; ***Let's Talk is only measured once a year through an appraisal window in Q1*

Access to information

Governance Metrics	Target	Oldham Council Q2 Overall	Oldham Council Q3 Overall	Children & Young People Q2	Children & Young People Q3
Number of Freedom of Information (FOI) requests received		387	381	63	66
FOIs answered within statutory time period (20 working days)	90%	325 (84%)	286 (75%)	50 (79%)	41 (62%)
Number of validated Subject Access Requests (SARs) received		62	53	32	38
SARs answered within statutory time period (One calendar month, unless extension applied)	80%	36 (58%)	27 (51%)	18 (56%)	19 (50%)
Number of Requests for Disclosure (RFD) received		258	292	98	110
Number of Requests for Disclosure responded to within target time period (One calendar month)	80%	232 (90%)	240 (82%)	88 (90%)	77 (70%)

Access to information - context

- Reporting is based on the date a request is received, so quarterly figures reflect requests received in that period.
- Requests received near the end of a quarter may still be open when figures are reported. These are not counted as completed on time until a response is issued.
- Therefore, the previous quarter's results are updated to provide a more accurate picture, usually increasing the on-time completion rate.
- [Data protection and freedom of information | Oldham Council](#)

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
- Transformation and Change

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

It is heartening to see that improvements in key performance indicators have been maintained or improved upon which has led to quarter 3 performance showing no indicator scoring as red for the first time, with all but 1 indicator achieving green status.

Whilst children in stable placements is still 2% below target and graded as Amber, we can see the upward trajectory over each quarter as performance has improved and more importantly, sustained.

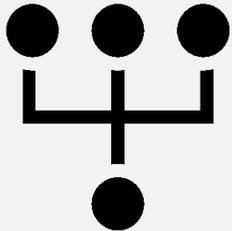
It is clear that the progress on a stable workforce and manageable caseloads is having a positive impact on performance across the suite of indicators.

Tony Decrop

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

17%

$\frac{47}{274}$



Previous Quarter
Q2: 14.8%

Target = 21%

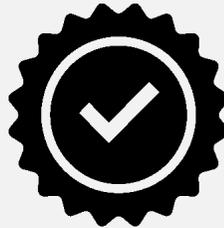
[Green]

Low is Good

Children in families closed with all issues addressed (excludes worklessness)

87.5%

$\frac{154}{176}$



Previous Quarter
Q2: 85.5%

Target = 75%

[Green]

High is Good

Child protection plans starting which were a second or subsequent plan

24.2%

$\frac{24}{99}$



Previous Quarter:
Q2: 33%

Target = 26%

[Green]

Low is Good

Children looked after placed within in-house provision

57%

$\frac{348}{613}$



Previous Quarter:
Q2: 57.7%

Target = 55%

[Green]

High is Good

Children looked after that have a permanence plan recorded at second review

96%

$\frac{101}{105}$



Previous Quarter:
Q2: 94.9%

Target = 85%

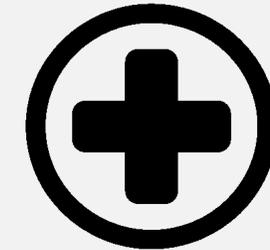
[Green]

High is Good

Children looked after with an up-to-date annual health assessment

91%

$\frac{556}{614}$



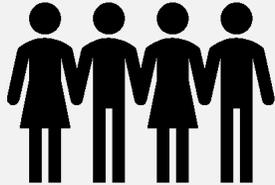
Previous Quarter:
Q2: 96.6%

Target: 80%

[Green]

High is Good

Agency social workers in children's social care



Previous Quarter:
Q2: 19.4%

Target = 25%

[Green]

Low is Good

Average number of cases per social worker



Previous Quarter:
Q2: 17.1

Target = 17

[Green]

Low is Good

Rate of registered social worker turnover

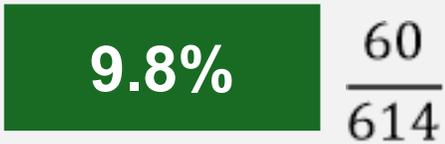


Previous Quarter:
Q2: 14%

no target

Low is Good

Children looked after with three or more placement moves in the last 12 months



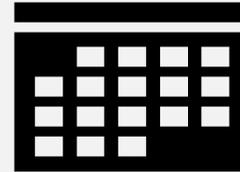
Previous Quarter:
Q2: 9%

Target = 10%

[Green]

Low is Good

Children looked after in long term stable placements



Previous Quarter:
Q2: 64%

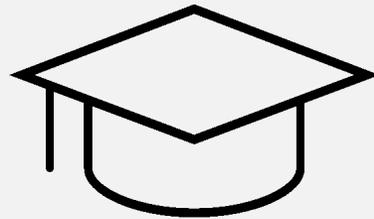
Target = 67%

[Amber]
Good

High is

Care leavers in education, employment or training

aged 17-18	68%	$\frac{103}{151}$
aged 19-21	54%	$\frac{92}{169}$



Previous Quarter:
Q2: 64% (17-18) | 46.7% (19-21)

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

[Green]

High is Good

Care leavers in unsuitable accommodation

aged 17-18	6.4%	$\frac{5}{78}$
aged 19 - 21	2%	$\frac{3}{169}$



Previous Quarter
Q2: 2.7% (17-18) | 5.5% (19-21)

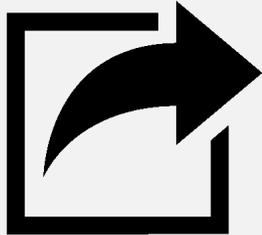
Target = 8% (17-18) | 6% (19-21)

[Green]
Good

Low is

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

633



Previous Quarter:
Q2: 631

no target

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

63



Previous Quarter:
Q2: 66.7

no target

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

97



Previous Quarter:
Q2: 93.8

no target

Reflections from Cabinet Member

Quarter 3 reflects encouraging progress across children's social care, with strong performance on early help outcomes, permanence planning for children looked after, and education, employment and training outcomes for care leavers. The continued reduction in agency staffing and stable caseloads are particularly positive and reflect the commitment of our workforce.

At the same time, we recognise that demand into services remains high, and we must maintain our focus on early intervention and prevention to manage this sustainably.

Our priority remains ensuring that children and young people in Oldham receive the best possible support, and I welcome the continued focus on improvement and stability across the system.

Councillor Shaid Mushtaq

Cabinet Member for Children & 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: Director of Education, Early Years & Skills

There is strong performance from the Lifelong Learning team with high pass rates and targets exceeded for 1st - 3rd parental preferences for reception and year 7 school places.

There has been a concerted focus to significantly decrease the proportion of 16/17 year olds recorded as NEET or unknown from the previous term with the target now exceeded.

We continue to have strong performance for the take up of 3- & 4-year-old children benefiting from funded early education places with a need to increase 2-year-old take up.

Ofsted outcomes for inspection of early years settings show high quality provision but the proportion of children attaining the GLD target well below national which is a priority as part of the development and implementation of the Best in Life Plan
We continue to have strong performance for timeliness of EHCPs/compliance within the 20-week target. Improvement is needed to increase the proportion of EHCP reviews undertaken within timescale.

School attendance data is a significant strength and has attracted DfE funding to roll out good practice across the Northwest. Suspensions and exclusions continue to be low overall but have risen in secondary. Pupils with SEND are most likely to experience suspension.

We continue to exceed the targets on the number of residents supported into employment through Get Oldham Working and expect levels of engagement to increase in quarter 4.

Paul Tinsley

Pass rate of learners completing life learning courses

99.1%

Quarterly



Previous Term:
Q2: 98.5%

Target = 95%

[Green]

High is Good

Children receiving their 1-3 preference of school place for 2025/26 September intake [*annual snapshot*]

Reception

97.8%

2668

2727

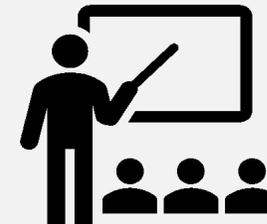
Year 7

93.6%

3033

3242

2025/26 annual intake



Previous Year 2024/25:
98.8% (Reception) | 92.5% (Year 7)

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

[Green]

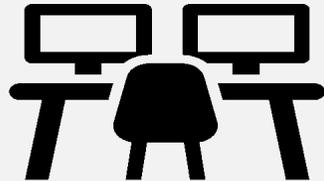
High is Good

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

3.95%

$\frac{284}{7181}$

Dec 2025



Previous Term = 4.63%

Target = 4%

[Green]

Low is good

16 to 17-year-olds destination lapsed/unknown

1.0%

$\frac{72}{7181}$

Dec 2025



Previous Quarter: Q2: 1.25%

Target = 2%

[Green]

Low is Good

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

94.7%

6374
6731

Autumn term
2025



Previous Term:
Q2: 92.1%

Target = 90%

[GREEN]

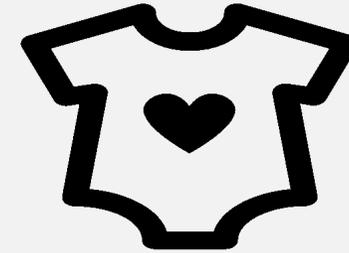
High is Good

Take up of 2-year-old children benefiting from a funded early education place

88.7%

1773
2000

Autumn Term
2025



Previous Term:
New measure

no target

[tbc]

High is Good

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

84.4%

363
—
430

Dec 2025



Previous Quarter:
Q2: 87.3%

Target = 80%

[GREEN]

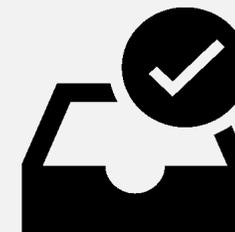
High is Good

Annual EHCP (SEND) statutory reviews completed within legal timeframe

66.0%

1806
—
2735

Dec 2025



Previous Quarter:
Q2: 59.6%

Target = 75%

[RED]

High is Good

Early years childminders
inspected rated good or
outstanding

100%

69
69

Dec 2025



Previous Quarter:
Q2: 100%

no target

High is Good

*This will be the last update as inspection
system is changing*

Early years group settings
inspected rated good or
outstanding

95%

61
64

Dec 2025



Previous Quarter:
Q2: 92%

no target

High is Good

*This will be the last update as inspection
system is changing*

Early Years Foundation
Stage: children reaching a
good level of development
[annual snapshot]

63.1%

2029
3216

2024/25



Previous Year:
2023/24: 63.6%

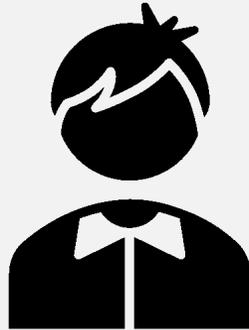
no target

High is Good

Attendance rate in Oldham primary schools

Autumn term
2025

94.9%



Previous Term:
Q2: 94.6%

no target

High is Good

Attendance rate in Oldham secondary schools

Autumn
term 2025

92.8%

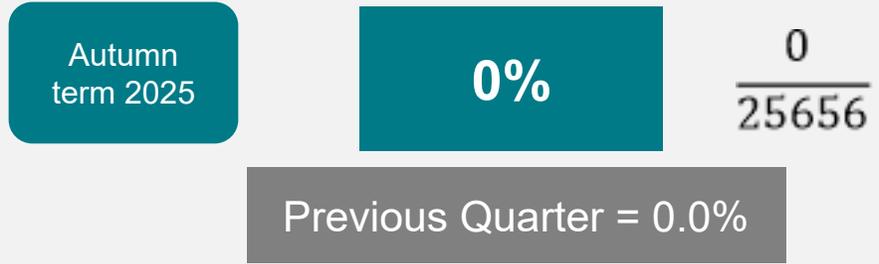


Previous Term:
Q2: 92.3%

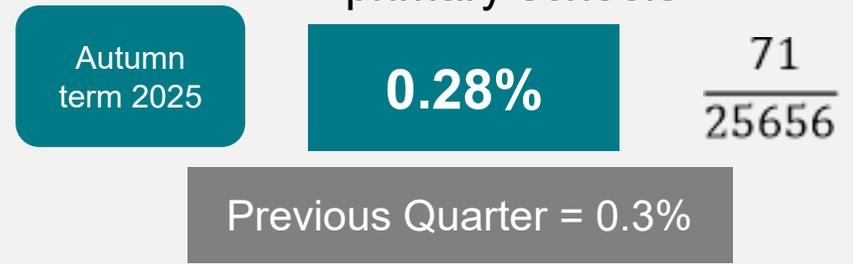
no target

High is Good

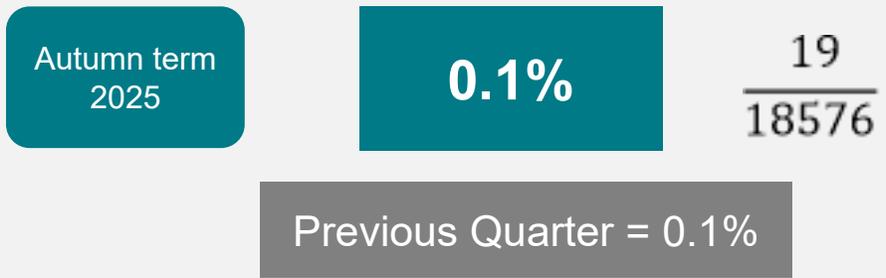
Permanent exclusions in primary schools



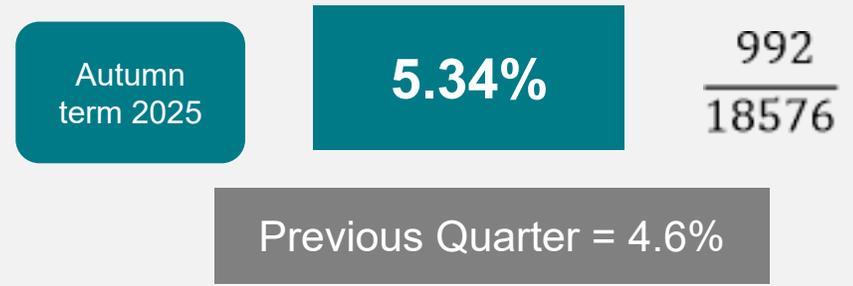
Fixed term suspensions in primary schools



Permanent exclusions in secondary schools



Fixed term suspensions in secondary schools



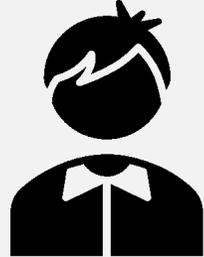
No Targets - Low is good

SEND fixed term suspensions in primary schools

88.7%

63
—
71

Autumn term
2025



Previous Term:
Q2: 80.6%

no target

Low is Good

SEND fixed term suspensions in secondary schools

32.5%

322
—
992

Autumn term
2025



Previous Term:
Q2: 33.7%

no target

Low is Good

Development areas across the Directorate

Annual EHCP (SEND) statutory reviews completed within legal timeframe

Annual Review timeliness remains below the 75% target at 66%, reflecting the high volume of reviews, many of which already fall outside the statutory timeframe on submission. While decisions are made promptly once paperwork is received, delays do impact overall performance. To address this, we are strengthening expectations with schools, streamlining internal processes, and realigning internal structures in the spring term 2026 to increase capacity and improve consistency.

Reflections from Cabinet Member

I am pleased to see strong performance across our education and skills services in Quarter 3, particularly in school attendance, early years quality, reductions in NEET levels, and continued success in lifelong learning outcomes.

We acknowledge the areas requiring improvement, especially timeliness of annual EHCP reviews and the rise in secondary suspensions, particularly affecting pupils with SEND. These remain priority areas where we will continue to work with schools, settings, and partners to secure better outcomes.

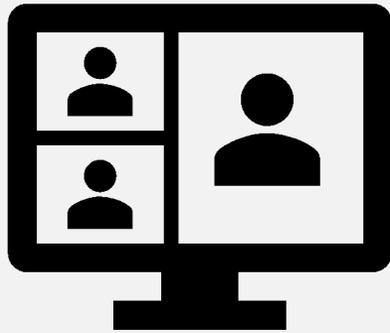
The positive results for school admissions, strong engagement in post-16 pathways, supported by the success of Get Oldham Working highlight the strength of our education and skills offer. We remain committed to ensuring every child and young person can access high-quality education and the right support at the right time.

Councillor Mohon Ali

Cabinet Member for Education & Skills

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

1,918



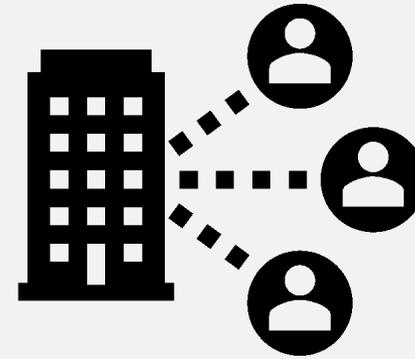
Q2: 2,433

Target = 2,701

High is Good

Number of residents into
employment

740



Q2: 743

Target = 718

High is Good

Development areas across the Directorate

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

The target for Q3 was 2,701 residents engaged and enrolled onto programmes, against an actual of 1,918.

This variance reflects a planned reduction in new engagement activity across the National Careers Service, Digital and Removing Barriers during the quarter, as capacity was prioritised toward supporting existing caseloads and sustaining outcomes across core programmes.

Engagement activity has since resumed, and we anticipate significant over-achievement in Q4, with increased throughput across paused programmes and strong referral pipelines already in place.

Reflections from Cabinet Member

The Quarter 3 performance shows continued strong outcomes for residents supported into employment, with numbers exceeding target.

While overall engagement levels were below target this quarter due to planned programme adjustments, this was a managed and intentional shift to maintain outcomes for existing caseloads.

Importantly, engagement activity has now resumed, and we expect a strong Quarter 4. The work of Get Oldham Working continues to make a significant contribution to the life chances of young people and adults in Oldham, and our focus remains on ensuring that opportunities to develop skills and access employment are available to all.

Councillor Fida Hussain

Cabinet Member for Enterprise

Youth Services

Part of Communities directorate

Introduction: Director of Communities

Performance within the Youth Service remains very strong, with services consistently delivering high-quality provision and achieving positive outcomes for young people. Engagement levels are good, feedback is positive, and staff continue to demonstrate commitment and effectiveness in responding to local needs. However, demand for Youth Service provision remains high and continues to grow, reflecting increasing levels of need and complexity among young people. This sustained demand places pressure on capacity and resources, requiring careful prioritisation to ensure that support remains targeted and effective while maintaining current performance standards.

Neil Consterdine

Youth Services

key metrics

Number of engagements (visits) to OEEs provision

1373



Q2: 1808
Q1: 3552

Previous Year: 2024/25: 7729

Target = 8000 (annually)

[Green]
Good

High is

Number of youth work sessions delivered

546



Q2: 533
Q1: 568

Previous Year: 2024/25: 2275

Target = 2000 (annually)

[Green]
Good

High is

Number of OEEs sessions delivered

100



Q2: 163
Q1: 284

New Measure in 2025/26

Target = 500 (annually)

[Green]
Good

High is

Number of individual young people engaged with youth service

614



Q2: 543
Q1: 1403

Previous Year: 2024/25: 2744

Target = 3000 (annually)

[Green]
Good

High is

Reflections from Cabinet Member

Performance within Youth Services remains very strong, with high-quality provision and good engagement from young people, despite increasing levels of need and complexity. We will continue to support efforts to strengthen capacity and ensure services remain accessible and responsive.

Councillor Shaid Mushtaq

Cabinet member for Children & Young People

GLOSSARY: all services

AI = Artificial Intelligence	BSC = Balanced Scorecard	CPP = Child Protection Plan	CQC = Care Quality Commission
CYP = Children & Young People	DASS = Director of Adult Social Care	DfE = Department for Education	DP = Direct payment
EDT = Emergency Duty Team	EHCP = Education, Health & Care Plan	EIR = Environmental Information Regulations	FOI = Freedom of Information
GLD = 'Good Level of Development'	GOW = Get Oldham Working	GRO = General Registration Officer	HAF = Holiday Activities and Food
HLA = Heritage, Libraries & Arts	HMO = Houses of Multiple Occupation	ICO = Information Commissioners Office	KPI = Key Performance Indicator
LA = Local Authority	LADO = Local Authority Designated Officer	LAN = Local Area Network	LGA = Local Government Association
MASH = Multi-Agency Safeguarding Hub	MMR = measles, mumps and rubella	MMRV = measles, mumps, rubella & varicella	NCA = Northern Care Alliance
NEET = Not in Education, Employment or Training	NNDR = National Non-Domestic Rates	OEES = Outdoor & Environmental Education Service	OSCP = Oldham Safeguarding Partnership
PAR = Performance Assurance Report	PC = Personal Computer	PLGFS = Provisional Local Government Finance Settlement	PSW = Principal Social Worker
RFD = Request for Disclosure	SAR = Subject Access Request	SEND = Special Educational Needs & Disabilities	SLA = Service Level Agreement
SLP = Schools Linking Project	TA = Temporary Accommodation	TBC = To be confirmed	TDS = Technology & Digital Services
VCFSE = Voluntary, Community, Faith, and Social Enterprise	WAN = Wide Area Network	WRS = Welfare Rights Service	



Oldham
Council