

Achieving Excellence Children, Young People and Families Plan 2026 -27



Children, Young People and Families Plan 2026-27

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

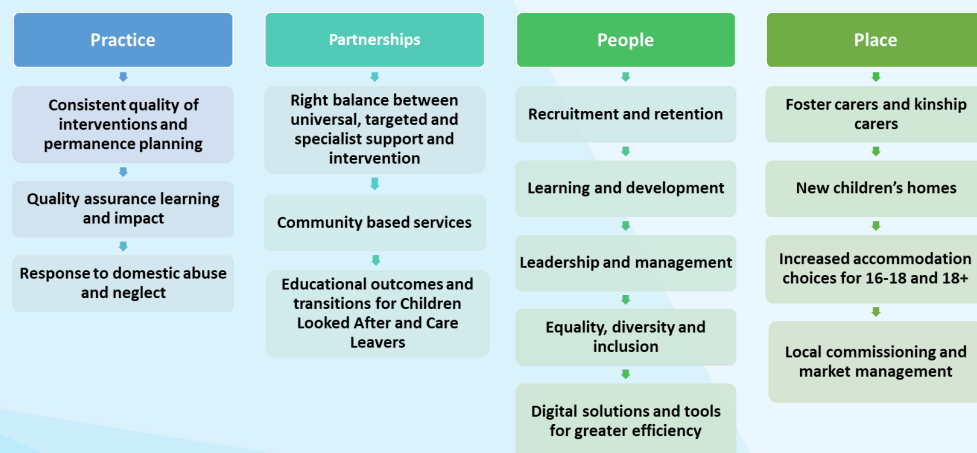
Strategies and Plans

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

- | | |
|---------------------------------|----------------------------------|
| ✓ The Oldham plan | ✓ Corporate plan |
| ✓ Achieving Excellence strategy | ✓ Education strategy |
| ✓ Corporate parenting strategy | ✓ SEND and Inclusion strategy |
| ✓ Early Help strategy | ✓ Participation strategy |
| ✓ Oldham Youth Justice Plan | ✓ Employment and Skills Strategy |

Business Priorities

Children's Social Care and Early Help



Partnership Principles

- Reduce poverty and drive equality.
- Co-production and co-design of services with children, young people, and families.
- 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

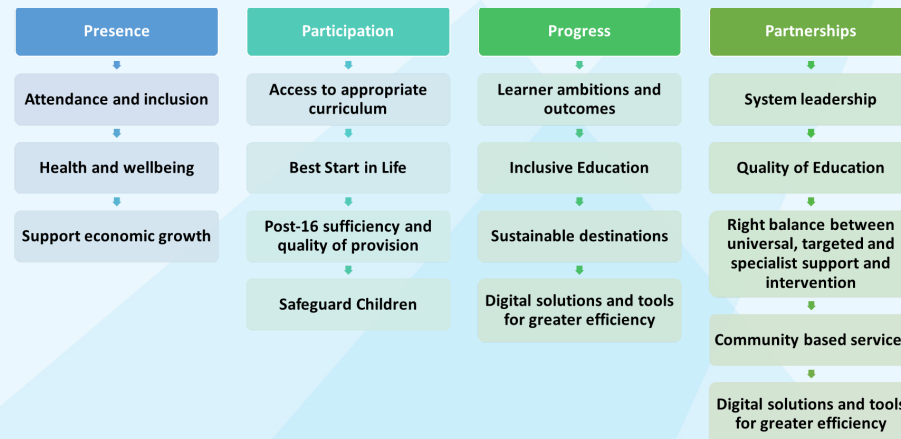
We operate in a complex multi-agency environment where many partners have their own governance and oversight arrangements. To navigate this, the Oldham Safeguarding Children Partnership oversees the breadth of services contributing to outcomes for children and young people.



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.
- Budget overspends due to rise due to levels of demand.

Education, Early Years, SEND and Inclusion



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 sustainability and implementation of national reforms, through strong co-production, to improve outcomes for Oldham's children and young people and their families.

Quality support at the earliest opportunity

Change Activity:

Early Help:

- Best Start Family Hubs
- Integrated Children and Families Service (Health)
- Universal partners
- District multi-disciplinary teams
- Community resilience
- Comprehensive Youth Work offer

Impact:

- Universal services without the need for targeted family help and specialist SEND services.
- The right support at the right time for vulnerable families in the heart of our communities – universal services, and online advice and guidance.
- More accessible multi-agency support for families.

Children's Social Care and Early Help

Change Activity:

- Integrated Family Help - Targeted Early Help and Child in Need
- Strengthening Family Networks supported by Family Group Conferencing
- Multi-agency child protection teams
- Targeted Edge of Care
- Specialist Foster Care
- Semi-independent and independent living
- Council run children's homes
- More foster carers and kinship carers
- Commissioning and market management
- Workforce stability

Impact:

- Multi-agency management of services to be more responsive to needs.
- A safe, stable, happy home for every child and young person in care.
- More Oldham children and young people live in Oldham.
- Fewer children coming into care for less time.
- Reduced placement costs.
- Oldham as an employer of choice.
- Stable workforce and managers drive practice improvement that improves outcomes for vulnerable children, young people, and families.
- Sustained low use of agency workers.

SEND & inclusion

Change Activity:

- Consistent communication and co-production with children, young people and families.
- Early identification and SEN support
- Health and wellbeing
- Community and social inclusion
- Joint commissioning for sufficiency of specialist support and provision
- Preparing for adulthood - transition readiness
- Speech, language, and communication needs (SLCN) and neurodevelopmental (ND) models
- More additional resourced provision
- Local reforms plan
- EHCP annual reviews
- Data maturity and quality assurance

Impact:

- Children and young people with SEND are safe, healthy, happy, and supported to have opportunities to achieve their potential and be confident communicators having an active voice in their community.
- Waiting time for SaLT and mental health services reduced.
- High quality Education, Health, and Care Plans (EHCPs).

Education and Early Years

Change Activity:

- School and setting attendance and inclusion
- Best Start in Life
- Mental and physical health and wellbeing
- Quality of Education across all phases
- Post-16 opportunities

Impact:

- Solid foundations for health and development and school readiness.
- Children and young people reach their full potential, are supported with their future aspirations, and prepared for adulthood.
- High quality schools and settings in Oldham.
- Every learning setting is inclusive.
- Close the gaps in attainment across the borough and to national comparators.
- Reduction in behavioural difficulties and mental health needs.
- More job opportunities and lower NEET.

Children and Young People Key Performance Indicators

Children's Social Care and Early Help:

Targets

Help and Protection

85%

- Early Help – Children in families closed with all issues addressed (excludes worklessness)

26%

- Child protection plans starting which were a second or subsequent plan

20%

- Referrals which are repeat referrals to Children's Social Care

Stat Neigh 47.4

- Rate of Child Protection Plans per 10,000 children aged under 18 years

Stat Neigh 537.8

- Rate of referrals into Children's Social Care per 10,000 children aged under 18 years

Youth Justice

National 199

- Children entering the criminal justice system (first time entrants)

National 3.79

- Re-offending rate for children involved in the criminal justice system

National 0.14

- Custody rate for children

Youth Service

8000 annually

- Engagements (visits) to Outdoor Education and Environmental Services (OES) provision

500 annually

- OES sessions delivered

2000 annually

- Youth work sessions delivered

3000 annually

- Individual young people engaged with youth service

Corporate Parenting

68%

- Children Looked After in long term stable placements

63% (17-18)
48% (19-21)

- Care Leavers aged 17-18 and 19-21 in Education, Employment or Training

5%

- Care leavers in unsuitable accommodation aged 17-18 and 19-21

55%

- Children Looked After placed within in-house provision

90%

- Children Looked After with an up-to-date annual health assessment

10%

- Children Looked After with three or more placement moves in the last 12 months

95%

- Children Looked After that have a permanence plan recorded at second review

Stat Neigh 95.8

- Rate of Children Looked After per 10,000 children aged under 18 years

Workforce

17

- Average number of cases per social worker

20%

- Agency Social Workers in Children's Social Care

Stat Neigh 11.8%

- Registered social worker turnover

Children and Young People Key Performance Indicators

Education, Early Years, SEND and Inclusion:

Targets

Education

- 2% • 16 to 17 year olds destination lapsed/unknown
- 3.5% • 16 to 17 year olds who are not in education, employment or training
- 97% (reception)
93% (yr 7) • Children receiving 1-3 school place preference in reception
- Stat Neigh 43.5 • Children receiving 1-3 school place preference in year 7
- Stat Neigh
KS2 60.9%
KS4 39.8%
KS5 • Attainment 8 score at end of KS4
- KS2, KS4 and KS5 outcomes – all pupils, CLA and SEND

Early Years

- Stat Neigh 64.4% • Early Years Foundation Stage: Children reaching a good level of development
- 86% • Early learning for two-year-olds take up rate
- 90% • Early learning for 3- and 4-year-olds take up rate

SEND & Inclusion

- 80% • SEND EHC plans completed within 20 weeks timescale
- 70% • Annual EHCP (SEND) statutory reviews completed within timescale
- National 0.01% • Permanent exclusions in primary schools
- National 0.1% • Permanent exclusions in secondary schools
- National 0.9% • Fixed term suspensions in primary schools
- National 7.8% • Fixed term suspensions in secondary schools
- National 4.3% • Fixed term suspensions of pupils with SEND in primary schools.
- National 21% • Fixed term suspensions of pupils with SEND in secondary schools.
- National 94.8% • Attendance rates in Oldham primary schools
- National 91.9% • Attendance rates in Oldham secondary schools