

# Oldham Strategy for Early Years

Ensuring Every Child gets the Right Start in Life 2021-2024



September 2020

# Acknowledgements

People own what they create, and this strategy was very much created by those on the front lines and in management, strategic and political roles focused on children. In particular we want to acknowledge the work of: Lindsay Armstrong, Jill Beaumont, Lara Beaumont, Simon Bennelt, Lauren Blythe, Mike Bridges, Elsie Brown, Matt Bulmer, Ailsa Burton, Claire Burton, Sarah Cook, Jenny Dennis, Siobhan Ebdon, Gill Ellidge, Catherine Fox, Liz Fryman, Karen Gordon, Subnum Hariff Khan, Paula Healey, Julia Holdsworth, Gerard Jones, Sonja Jones, Adam Kellett, Adam Kelly, Zaiem Khan, Vicky Kwiatkowski, Debbie Margiotta, Heather Martin-Netherwood, Shira Masaddar, Sophia McCarly, Joan McGarry, Ann-Marie McGinn, Duncan McGraw, Liz Metcalfe, Catherine Murphy, Councillor Shahid Mushtaq, Councillor Cath Ball, Janette Olsen, Nicola Padley, Bruce Penhale, Angela Preen, Veronica Proctor, Laurence Rafferty, Katherine Rafferty, Rebecca Reynolds, Holly Richards, Sue Ridgway, Cath Ridley, Sally Robson, Karen Rose, Sharon Scholes, Tony Shepherd, Anna Shiels, Rachel Shonkair, Simon Shuttleworth, Jessica Simas, Andrew Sutherland, Kay Thomas, Jay Thorpe, Jacqueline Widdowsen, Laura Williams, Kellyann Winston, Tracey Wood, Karen Worthington, Adele Wright, Debbie Wright, Amanda Yeoman, Naaira Zaman.

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# Foreword

## Cllr Moores/Leach

We are delighted to introduce Oldham's Early Years Strategy 2021-2024. Our ambition is that all children get the best possible start in life. This can only be achieved if we change the way we do business and provide the most effective support to children and their families so that they feel safe, have good health and achieve their full potential.

Evidence tells us that what happens during pregnancy and in the Early Years shapes children's physical health, their language and communication, and their emotional wellbeing<sup>1</sup>.

Therefore, we are committed to the delivery of high-quality Early Years services, and early intervention that is equally accessible to all through a continuum of support from conception through to age five. The strategy is based around our vision for babies and young children which is for them to be:

- Be safe and supported
- Be as healthy and happy as they can
- Have opportunities and achieve their potential
- Have a voice and be part of a community
- Feel proud and be ready for life

Development of this strategy is an important milestone in the partnership between Oldham Council, Health, other services and local partners. It has created a renewed impetus and focus on the importance of Early Years which we believe will achieve improved outcomes and a reduction in inequalities.

<sup>1</sup> Annual Report of the Chief Medical Officer 2012, Our Children Deserve Better: Prevention Pays, 2013

# 1. Introduction

## 1.1 The case for change

Young children in Oldham record lower levels of general development than their peers in Greater Manchester and across England. Higher levels of deprivation in Oldham than these comparison areas, (affecting poverty, housing and home learning environment) contribute to this difference but we are not complacent. The Early Intervention Foundation state, “the effects of disadvantage or adversity in early life can be negative, but they are by no means universal or irreversible.”<sup>2</sup>

We understand the importance of a child’s early experiences and are motivated by the evidence cited in the Field Review of child poverty, that what happens during the first five years has lifelong effects on health and well-being, educational achievement and are critical to increasing children’s life chances and preventing poverty in adulthood

<sup>3</sup>.

While there is a great deal of support and service provision for the Early Years in Oldham, we need a new positive vision and a coherent strategic approach to ensure that every child accesses the support they need to get their best start in life.

We will focus on conception and birth as well as the first 5 years of a child’s life. We want to ensure a broader focus on improving outcomes and reducing inequalities in health and education through universal and targeted services.

This strategy document sets out our vision and lays out the interlocking steps we will take to achieve this goal. The strategy is based on applying the research evidence to promote child development in the Oldham context. It emphasises the value of the voice of the child, of co-production, of co-operative services and, crucially, of coherent, intentional and transparent governance that supports service delivery for improved outcomes.

It aims to build on the Right Start model, articulating how this works in Oldham to improve outcomes for children from pregnancy to their fifth birthday and secure the foundation for a healthy and happy future, and feeds into Oldham’s Locality Plan for Health and Social Care Transformation.

## 1.2 Developing the Strategy

The process of developing the strategy has included a comprehensive literature review and harnessing the expertise of a wide range of Early Years professionals, partners and key stakeholders engaged in Early Years. Their contributions provided the basis for identifying the following three key elements and areas requiring action:

- Underpinning vision and values
- Key factors supporting implementation
- Strategic Goals

These elements and how they inform each other are discussed in depth in the forthcoming sections of this document and depicted in a graphic in **Appendix 1**.

<sup>2</sup> <https://www.eif.org.uk/why-it-matters/how-do-we-know-it-works>

<sup>3</sup> 2010 The Foundation Years: preventing poor children becoming poor adults

## 2. Vision and values

### 2.1 Our vision

Oldham is a place where all children and families are valued and respected; a place where every child gets the best start in life so they are healthy, safe and secure, and successful learners.

We want all of our babies and young children to:

- Be safe and supported
- Be as healthy and happy as they can
- Have opportunities and achieve their potential
- Have a voice and be part of a community
- Feel proud and be ready for life

### 2.2 Our values

- **Child - focused.** The needs of the child are at the centre of all we do. Their best interests are the principal influence on all decisions and actions that affect children. Support and learning provision for all of our children should be appropriate for their individual strengths and needs, reflect the views, wishes and feelings of the child, and those of the child's parents and/or carers.
- **Belief in every child.** We have high expectations of, and aspirations for, each and every child in Oldham, believing them to be naturally curious and creative, as well as extremely competent, capable thinkers and learners.
- **Prevention.** We will always focus on prevention and early intervention to reduce harm and prevent the escalation or reoccurrence of problems.
- **Promoting wellbeing and resilience.** We value all aspects of the life of the child, recognising the importance of taking a holistic approach to supporting children's development and addressing their needs.
- **Keeping children safe.** We know that emotional and physical safety is foundational to child health and development and has a wider scope than child protection. We work together to realise our collective responsibility to keep children safe in Oldham.
- **Equity.** We believe that all children should feel valued and have equal opportunities, receiving the support they need to thrive. We do not use a 'one size fits all' approach and are innovative and creative in how we commission and provide support to meet the needs of each individual child. Every child has the right to the best possible health, care and education.
- **Inclusion.** We take an inclusive approach with all children, families and communities, working *with* families wherever possible to support sustainable change. We take deliberate action to ensure all of our children are supported to have access to the same services, activities and opportunities and that individual needs are recognised and responded to at the earliest opportunity.
- **Co-operation.** We believe that working together delivers better outcomes and we need each other to achieve success for all children and families. We respect our parents, carers and children, and treat them as equal partners. We are committed to continually working together to support the families we serve within Oldham; we all do our bit.
- **Always learning.** We strive to the highest standards of excellence in all our work. We use data and evidence to plan and continually improve our services. The contributions of our staff, partners and parents are always respected and people feel able to explore better ways of supporting our children in the Early Years.

# 3. Key Factors Supporting Implementation

## 3.1 Governance and leadership

The new Early Years Partnership will ensure consistency of approaches throughout the Early Years by providing clear direction, purpose and accountability. Influential champions within the council will promote the importance of Early Years across the borough, supported by the work of district co-ordinators and engaged citizens and the Place Based Integration reform programme.

## 3.2 Prevention & early intervention

We will have a renewed focus from pre-conception through pregnancy, birth and up to the age of three years. Support for children and families through these Early Years is essential because it can help prevent challenges arising later in life. We will use the strength of universal services to deliver prevention and early intervention. By focussing on inter-generational issues and will bring partners together to target resources in areas at highest risk of poor outcomes. For every child, we will make every contact count.

## 3.3 Evidence and learning

We will commission services based on what the latest research evidence suggests is likely to work in Oldham. We will combine this with locally produced evidence, knowledge and learning to ensure appropriate adaptation to the Oldham context. Our services will be committed to continually improving their work, even where services are already working well. We will collaborate and share best practice across Oldham by establishing system infrastructure including learning events and action learning sets.

## 3.4 Co-operative services

We will constantly look for opportunities where we can work towards services that are co-operative by default. We will work closely with parent's, partners and communities to design and deliver services using genuine co-production approaches. We will maximise the collective strengths we have as the Borough's anchor institutions to support community initiatives and improve local outcomes.

## 3.5 Integrated commissioning

An Early Years commissioning working group will appraise all current commissions and identify opportunities to better connect and manage for outcomes through the maintenance of a service map. Early Years will be one thematic priority for the Integrated Commissioning Strategy 0-25 yrs. The different individuals who hold commissioning responsibilities relevant to the Early Years will communicate clearly with one another through the processes provided by the Early Years Partnership. Commissioning decisions will be based on engagement with service users, and services will provide continuous support through transition stages from pregnancy to age 5.

## 3.6 One workforce, one culture

We want to invest in the EYs workforce by creating a shared culture, identity, purpose and a core set of skills and knowledge. Many services who work with children and families in the first 5 years do not have an exclusive EYs focus. We will provide shared training for these partners, and staff will sign up to an Early Years Charter to promote a unified workforce. All staff who work within the Early Years will have a commitment to doing #ourbit



### 3.7 Shared metric and sharing data

All services and individuals whose work impacts on children's Early Years will refer to the Early Years Outcomes Framework to understand their contribution to children's outcomes in Oldham, alongside other providers. We will use the Early Years Outcomes Framework to: establish a unifying language to enable services to work together more easily; highlight existing collaboration and emphasise shared contribution to shared outcomes, and; assist commissioning decisions by highlighting persistent problematic outcome areas and prompting more commissioning targeted at earlier stages of development and focusing on early prevention of problems.

### 3.8 Family-focused, inclusive services

We know that the first 1001 critical days of a child's life is largely defined by the family and the home learning environment. We therefore believe that creating conditions to support parents and families to help themselves will result in improved outcomes and reduced inequalities. We will continue to develop services which are integrated and centred around the needs of children and families and committed to common approaches and ways of working. We will meet families where they are to ensure that our universal service offer is accessible to and accessed by all parents and children in Oldham. We will tailor our universal offer to our communities and families, and we will listen to them, so our services are the best fit for those who need them.

## 4. Our strategic priorities for transformational change

We know that no one service, programme or activity will be successful in transforming and sustaining improved outcomes in the Early Years in Oldham. There are no quick wins. It will take a concerted and long-term effort across a range of partners, strategic policies and services to deliver the transformational change we want to see.

Therefore, we have brought the research evidence together with the experience of a range of managers and practitioners (from NHS, schools, Early Years settings and the third sector) to identify what elements are important for improving outcomes in the Early Years. The following 7 strategic goals were identified.

### How will we do this?

Each strategic goal is supported by the integrated actions we will take over the next 3 years. These actions work together as part of a holistic strategy to achieve our goals.

Below, we set out which actions are most relevant to each strategic goal.

1. Establish transparent and effective governance of Early Years services to support improved outcomes.
2. Improve health & development outcomes for babies and young children.
3. Keep children safe and build family resilience.
4. Support parents to nurture their child's development
5. Continue to improve the quality of all our services for children and families.
6. Improve the equality, reach and diversity of our services through place-based delivery models.
7. Build a unified Early Years workforce, identity and purpose.

#### 4.1 **Priority 1:** Establish transparent and effective governance of Early Years services.

Strong governance will be the key to holding the Early Years system together in Oldham. Therefore, we will establish effective governance arrangements within Oldham Council with the aim of supporting the delivery of services for parents and children in the Early Years to improve outcomes.

The governance bodies will also seek promote the importance of the Early Years, prevention and intervention across the Council and in the wider community. They will also actively seek out and collaborate with organisations in Oldham who work with more marginalised groups such as asylum seekers or homeless families to ensure that those families who have traditionally not been well engaged are represented in the governance processes. The purpose of the strategic goal is to create a coherent approach and a system of accountability where the voices of the children and parents are clearly central to the efforts of all Early Years services in Oldham.



## How will our integrated actions support this strategic goal?

### Priority 1: Establish transparent and effective governance of Early Years services.

#### Governance and leadership

To avoid fragmentation and ensure a coherent approach to Early Years is in place we will

- Establish an Early Years Commissioning group to connect and manage commissions to secure better outcomes and performance management against the Early Years Outcomes framework
- Create an Early Years section in the new JSNA for those aged 0-25 years
- Make Early Years a thematic priority for the new integrated commissioning strategy for those aged 0-25 years
- Establish a new Early Years Partnership to drive strategic planning and delivery by providing a clear focus, direction and accountability for our Early Years services.
- Ensure the partnership is cross sector and cross cutting to ensure Early Years policy and implementation meets the diverse needs of children and families across the borough, including those who do not routinely feel able to benefit from Early Years services.
- The partnership will identify and support influential champions within the Council who will raise the importance of the Early Years across the borough, with other agencies within the Council and with the voluntary and faith sectors and local communities.
- We will ensure clear reporting lines from the Early Years Partnership to the Children's Alliance are in place.

#### Joined-up commissioning

To ensure resources are used effectively we will

- Ensure commissioners with briefs relevant to the Early Years will communicate clearly with one another with the support of the Early Years Partnership.
- Be guided by the principle that services should provide continuous support through transition stages.
- Avoid duplication by maintaining an up to date service map, managed by the Oldham Early Years and Commissioning & Partnerships Services.
- Utilise the Early Years Outcomes Framework to inform and secure improvement for all our commissioned services

#### One workforce

To create a high quality, responsive workforce that works across Early Years we will

- Establish a shared identity, purpose and set of skills and knowledge set out in a new Early Years Charter
- Build key links and relationships across a partnership
- Connect in with the Safeguarding Children's Partnership

#### How will we know when we get there?

- Clear lines of political, strategic and operational responsibility and accountability in place
- New Early Years Partnership scores well (TBD) on adapted version of the Board Self-Assessment questionnaire
- Partners report a high degree of confidence in the new arrangements.

#### 4.2 **Priority 2:** Improve health & development outcomes for babies and young children.

We aim to improve the health, development and educational attainment of all children, particularly their communication, their language and literacy; personal, social, emotional development and emotional health and well-being by providing information & guidance, universal prevention and intervention services as e possible. .



## How will our integrated actions support this strategic goal?

### Priority 2: Improve children's health & development outcomes for babies, young children

#### Prevention & early intervention

In order to build the capacity of all parents, families and communities we will

- Use the strength of universal services to deliver prevention and early intervention.
- Work with health partners to develop integrated care pathways and ensure that all children receive statutory health and development reviews.
- Ensure better integration and coordination of parenting support, which will be focused on the importance of strong relationships and attachment.
- Increase awareness of the importance of physical activity

#### Co-operative services

We believe we can make the greatest difference when we work together with our parents and communities. Therefore, we will

- Maximise the collective strengths we have by working with parents and partners to genuinely design and co-produce services.
- Secure early education and childcare so we can raise attainment for all children, reduce inequalities and close the gap in learning between children experiencing challenges and their peers.
- Improve child and family emotional health and well being
- Ensure the home learning environment is a focus for all services and contacts
- Support services that have an impact on the broader factors that affect children's early development recognise this and take responsibility for their contribution to improving Early Years outcomes and readiness for school.

#### Family-focused, inclusive services

In order that the impact of our services reach all parents and children in Oldham, we will

- Better integrate support, so that services genuinely work around the child or family. We will meet families where they are to ensure that our universal service offer is accessible to and accessed by all parents and children in Oldham.
- Tailor our universal offer to our communities and families, and we will listen to them, so our services are the best fit for those who need them.

#### Evidence and learning

To improve and maximise the impact of services we will

- Use research evidence and local learning to make sure our approaches and decisions about the services commissioned are based on what is most likely to work in Oldham.
- Demonstrate a commitment to improving our work, even where it is already working well.
- Establish procurement relationships between commissioners and delivery partners that prioritise learning and improvement.
- Use the Early Years Outcomes Framework and other evidence-informed tools to guide commissioning decisions.

#### One Workforce

To deliver these actions we will

- Provide shared training, extend our training offer to the many services who work with children and families in the Early Years but do not have an exclusive Early Years focus e.g. Early Help and Social Care.
- Ensure all professionals working with babies and children are trained in child development, the importance of secure attachment, responsive interactions and emotional intelligence

## How will our integrated actions support this strategic goal?

**Priority 2:** Improve children's health & development outcomes for babies, young children.

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### How will we know when we get there?

- The proportion of children aged two to two-and-a-half years receiving ASQ-3 as part of the Healthy Child Programme
- The proportion of children at age related expectations at age 2-2.5
- The proportion of children accessing the 2, 3 and 4 year early education offer
- The proportion of children achieving a good level of development at the end of reception (age five) and by pupil characteristics
- The number and proportion of Early Years schools and settings who achieve a good or outstanding OFSTED inspection outcome
- Number and outcomes of children and families accessing early intervention and prevention activities and services.



### 4.3 **Priority 3:** Keep children safe and build family resilience

We have a duty to keep every child safe through their Early Years. The Early Years strategy will promote partnership, collaboration and integrated working to support families take ownership of any problems and potential solutions and support them to build family and community resilience.





## How will our integrated actions support this strategic goal?

### Priority 3: Keep children safe and build family resilience

#### Governance and leadership

The new Early Years Partnership Board will

- Provide clear direction and accountability for our Early Years services.
- Take responsibility for children's safety and establish governance and procurement arrangements that enhance our partners' capacity to protect the safety of our children.
- Work with organisations and services across the Oldham partnership to ensure that keeping babies and young children safe and secure in the Early Years is a shared endeavour.

#### Prevention and early intervention

We will

- Follow the principles of prevention and early intervention by responding quickly to family's signals of need identified through universal assessments.
- Renewed our focus on supporting good infant and maternal mental health
- Strive to ensure that all children receive universal assessments so our services can reach those who could benefit from timely support.

#### Co-operative services

We recognise that it is everyone's responsibility to keep children safe through their Early Years therefore we will

- Establish a co-operative ethos within Early Years services, and with other sectors such as Early Help, to ensure that we identify and respond to safeguarding issues quickly and effectively.

#### Family-focused, inclusive services

In order to keep all children safe, we need to be able to work with all families. We will

- Meet families where they are to ensure that our universal service offer is accessible to and accessed by all parents and children in Oldham.
- Tailor our universal offer to our communities and families listening closely so our services help all children to stay safe.
- Support families bearing in mind the rich resources that reside within wider family networks, not excluding the potential support available from multigenerational family structures and parents who are currently absent.

#### Evidence and learning

We will

- Commission services to ensure children's safety which are based on what the latest evidence suggests is likely to work in Oldham and we will regularly update our knowledge of this evidence.
- Combine this knowledge with local evidence and learning.
- Be committed to maintain and improving the safety of their work, even where this is already well established. We will collaborate and share best practice across Oldham by establishing system infrastructure including learning events and action learning sets.

#### How will we know when we get there?

- Healthy Child Programme assessments: % of children assessed
- Public Health data (See Early Years Outcome Framework)
- Safeguarding profile from the Early Years Outcome Framework
- Early help parent self-assessment indicates lower levels of need at recruitment
- Number and outcomes of children and families accessing early intervention and prevention activities and services

#### 4.4 **Priority 4:** Support parents to nurture their child's development

Parents play the most important role in their child's development. Therefore, improving outcomes will depend on developing effective partnerships with parents, families and communities and working with them to secure outcomes. Parents will have access to services when needed to support them to be confident in parenting and caring for their child.



## How will our integrated actions support this strategic goal?

### Priority 4: Support parents to nurture their child's development

#### Co-operative services

Our services will

- Secure and strengthen integrated working between Early Years, Early help and Social care to support our most vulnerable children and families
- Work in cooperatively with other services in Oldham to ensure the wider factors affecting parents, such as poverty, housing and education, enable parents to care for and nurture their child.

#### Family-focused, inclusive services

We will

- Meet families where they are, ensuring that our universal service offer is accessible for parents and children in Oldham.
- Listen to our communities and families and tailor our universal offer so our services are the best fit for those who need them.
- Co-produce services with parents to make sure they are wanted and needed, and more likely to make a difference in parents' lives.
- Promote parent volunteering opportunities in all areas so that volunteering is seen as business as usual to ensure parent participation in service provision and the peer effect, modelling possibility for other parents.

#### Prevention and early intervention

We will

- Have a renewed focus on early pregnancy to 3
- Strive to make sure that all children receive universal health and development reviews.
- Respond quickly to signals of need identified through universal assessments.
- Provide timely, evidence-based and family centred support in response to early assessments

#### Evidence and learning

To ensure our services are always moving towards achieving better outcomes for children in their Early Years, we will

- We will use the latest research evidence, tailored to the Oldham context to design and develop our services
- Ensure our services are committed to continual improvement, even where they already working well.
- Establish procurement relationships between commissioners and delivery partners that prioritise learning and improvement.

#### How will we know when we get there?

- Early Years Foundation Stage (2-3 years; 5 years)
- Assessment through the Healthy Child Programme
- Engagement and participation in life-long learning
- Volunteering opportunities - Right Start
- Early Help & Right Start interventions
- Library engagement, e.g. Book Start

#### 4.5 **Priority 5:** Continually improve our services for children and families in the Early Years

There is a wide range of services in place for children, parents and families in the Early Years. In order to maximise the impact of these services, we are committed to embedding a learning culture through continuous improvement. This is an ongoing process of learning about what we are doing as well as responding to evidence of what works, and what effective practice is taking place beyond Oldham.



## How will our integrated actions support this strategic goal?

### Priority 5: Continually improve our services for children and families in the Early Years

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#### Governance and leadership

The new Early Years Partnership will

- Support commissioners and delivery partners to hold high standards of evidence and learning.
- Establish procurement relationships between commissioners and delivery partners that prioritise learning and improvement.

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#### Evidence and learning

We will

- Commission services based on what the latest evidence suggests is likely to work in Oldham and we will regularly update our knowledge of this evidence.
- Ensure that practice is guided by a theory of change for all provision, where all staff in all services are clear on the outcomes they are working towards, the activities or strategies that will get them there and their professional responsibilities within this. All theories of change will be clearly trackable within the Early Years Outcomes Framework.

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#### One workforce

We will

- Establish a culture of innovation, accountability and improvement in our unified Early Years workforce by providing consistent training and workforce development.
- Collaborate and share best practice in Oldham by establishing system infrastructure for collaboration including cross sector learning events and action learning sets.
- Collaborate with the Safeguarding Children Partnership

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#### How will we know when we get there?

- Good inspection outcomes, working towards Outstanding
  - Children's Services (ILACS)
  - Area SEND
  - Early Years settings
  - Schools
- All service delivery partners have a theory of change and a plan for service improvement.
- Feedback from children and families

#### 4.6 **Priority 6:** Improve the equality, reach and diversity of services

We want all children in Oldham to have the best start in life. Therefore, we will take an inclusive approach with all children, families and communities by valuing diversity and differences and taking deliberate action to ensure access to and outcomes from our services extend to all children and families in Oldham.





## How will our integrated actions support this strategic goal?

### Priority 6: Improve the equality, reach and diversity of services

#### Family-focused, inclusive services

We will

- Meet families where they are to ensure that our universal service offer is accessible to and accessed by all parents and children in Oldham.
- Tailor our universal offer to our communities and families, listening closely to ensure services are the best fit for those who need them

#### Prevention and early intervention

We will

- Secure, sufficient, sustainable, inclusive Early Years provision
- Improve the uptake of early education and Early Years services for vulnerable groups
- Ensure our universal assessments are accessible to and accessed by all parents and communities in Oldham. For every child, we will make every contact count

#### Co-operative services

We will

- Build strong partnerships and improve stakeholder and community engagement
- Capitalise on the collective strengths within the Borough's voluntary, community and faith sector to deliver and support delivery of services within communities

#### One workforce

- All our staff will make a commitment to include all parents and communities in the support and services that can help their child's health & development.
- In order to deepen integration and the sense of collective purpose, we will provide shared training for all those working in the Early Years and Early Years services.

#### How will we know when we get there?

- Reduce the inequality gap between all children and those with attainment in the lowest 20%
- Reduce the gap between children in the 30% lowest Super Output Areas (SOAs) achieving a GLD at end of EYFS
- Reduced gender gap in GLD
- Reduced FSM/ non FSM gap in GLD
- Reduced ethnicity gap in GLD
- Reduced gap SEND non SEND
- Improved take up of the 2, 3, 4 year early education entitlement in 30% SOAs
- Improved take up of 30 hours in the 30% most disadvantaged wards
- Increase in the number of children reaching age related expectations at 2-2.5 years
- Improved outcomes for children and families accessing Early Help services, as measured by appropriate monitoring tools (e.g. Signs of Safety) and online data management system (eStart, Liquid Logic)
- Reduced health inequalities, including lowered obesity rates, increased breastfeeding rates and improved infant dental health.
- Increase access to perinatal mental health service.

#### 4.7 **Priority 7:** Build a unified Early Years workforce, identity and purpose

Many services who work with children and families in the Early Years do not have an exclusive Early Years focus. Therefore, to build a workforce that works for all children and families we will better integrate and join up our offer by establishing a shared identity, purpose, language and set of skills and knowledge across all those working in the Early Years.





## How will our integrated actions support this strategic goal?

### Priority 7: Build a unified Early Years workforce, identity and purpose

#### One workforce

We will

- Facilitate access to continuous professional development learning offer for all those working in the Early Years and for the many services who work with children and families in the Early Years but do not have an exclusive Early Years focus e.g. Early Help and Social Care.
- Ensure that professional development and learning opportunities are aligned to skills and qualities that will have the greatest impact on outcomes for children and families
- Create opportunities to enable people working in Early Years to better understand each other's work, and to get to know each other to promote collaboration.
- Embed a culture of reflective practice and coaching styles of leadership
- Create workforce development structures that are rooted in 'growing our own' with clear pathways. For example, from parent to volunteer, volunteer to trainee, trainee to qualified practitioner, practitioner to service manager, etc.

#### Governance and leadership

The Early Years Partnership will

- Communicate a clearly articulated vision, strategy and values for the Early Years workforce
- Provide clear leadership and direction to maximise investment and secure the development of a sustainable and continually improving workforce
- Work with partners in the FE/HE to increase the number of practitioners accessing Level 3+ qualifications

#### Cooperative Services

We will

- Hold learning events themes on different issues (i.e. perinatal mental health, social and emotional development), with an additional focus on building relationship across the Early Years workforce

#### How will we know when we get there?

- New Early Years Partnership scores well (TBD) on adapted version of the Board Self-Assessment questionnaire
- Key staff across sectors (midwives, health visitors, nursery staff, childminders, paediatricians, Children's Centre key workers) understand the learning offer and their contribution to improving outcomes in the Early Years
- Improved proportion of staff with L3+ qualifications

## 5. Monitoring and Measuring progress

The strategy will be supported by a detailed implementation plan. The actions and milestones will be developed, monitored during the life of the strategy to identify barriers or challenges in delivery.

This strategy will be a dynamic hypothesis for change and will be routinely revisited and refined. Its progress and impact will be measured against strategic outcomes and appropriate indicators set out in the Early Years Strategy and Outcomes Framework rather than implementation of specific actions or projects.

Evaluation of the strategy will be informed by consultation and engagement with children, families, the Early Years workforce and key stakeholders from across the Oldham partnership.

Outcomes will be captured and ratified by the Early Years Partnership and reported to the Children's Alliance Board.

# Appendix 1

## Vision and values

The **vision** for this strategy, underpinned by the **values** than inform each element, represent the foundation for a shared understanding among all stakeholders and will drive the process of implementation.

The **key factors**, identified through a collaborative process, represent conditions and actions will strongly influence the effectiveness and impact of the strategy. They may enable or hinder implementation depending on how they are planned and managed.

Our **strategic priorities** translate this vision and values into actions and activity.

## STRATEGIC PRIORITIES

Establish transparent and effective governance of Early Years services to support improved outcomes	Improve children's early development through our services	Keep children safe and build family resilience	Support parents to nurture their child's development	Continue to improve the quality of our services for children and families	Improve the equality, reach and diversity of our services through place-based delivery models	Build a unified Early Years workforce, identity and purpose
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## KEY FACTORS

Governance and leadership	Prevention & early intervention	Evidence & learning	Cooperative services	Joined up services	One workforce	Early Years Outcomes Framework	Family focussed, inclusive services
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## VALUES

Voice of the Child and Family	Belief in every child	Prevention	Promoting wellbeing and resilience	Keeping children safe	Equality	Inclusion	Cooperation	Always Learning
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## VISION

Be safe and supported	Be as healthy, happy and content as they can	Have opportunities and achieve their potential – particularly in areas of literacy and numeracy	Have a voice as an important member of the family and community	Feel proud and be ready to be proactive in life
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