2010 Review and Refresh of Oldham’s Children and Young People Plan

one future

Changing for children in Oldham
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Foreword

In 2008, Oldham Children’s Trust produced a new three year Children and Young People’s Plan ‘One Future’, setting out how a wide range of organisations across Oldham would work together to improve outcomes for children and young people. Since that time all of those who work with or for children and young people have been working hard to make progress in achieving the targets set out in our plan. This is the second full review of our Children and Young People’s Plan and captures an incredible range of activity that has taken place by a range of partners over the past year to improve the life chances of children, young people and families in Oldham. This review is an opportunity to celebrate some of our success as well as set out the ambitious agenda for the next phase of our Children and Young People’s Plan.

Councillor Jack Hulme, Cabinet Member for Children and Young People

The aim of this second annual review and refresh of Oldham’s Children and Young People’s Plan is to bring together and summarise, in an accessible format, data and inspection information and show what has been achieved and where there is more to do. This year’s review captures the progress made against priorities we set ourselves last year; outlines what difference we have made to children, young people and their families; and sets out where we need to continue to improve during 2010/11. The review allows us to measure progress against milestones, take account of new circumstances, and maintain momentum for change. Clearly the priorities set out for the remaining period of this plan will need to respond to the new and difficult challenges that lie ahead in terms of a tougher financial climate for not only our families, but also our ability as partners to sustain our high quality services with less financial resources. I am however confident that in partnership we will continue to find effective and efficient ways to sustain improvements in services and outcomes for children, young people and families in Oldham.

Michael Jameson, Chair of Oldham Children’s Trust Board and Assistant Executive Director Children and Young People (Director of Children’s Services)
Over the last 12 months, the way in which Oldham Children’s Trust partners have been expected to work together to improve outcomes for children, young people and families has been largely shaped by the Apprenticeships, Skills, Children and Learning Act 2009, as well as new statutory guidance in relation to Children’s Trusts. Within this context, Oldham Children’s Trust has taken significant steps during 2009/10 to strengthen the basis on which we work together. This is evident through the production of Oldham Children’s Trust Memorandum of Understanding which has been created to formalise our renewed purpose, vision and values, as well as strengthened governance and accountability arrangements, and is attached at appendix 2 for information. This agreement sets out the way in which we will work together as partners to deliver the very best outcomes for all our children and young people in Oldham.

During 2009/10, the landscape for the management and delivery of children’s services has continued on a rapid and clear journey of improvement and transformation. Oldham’s Children’s Service was rated as ‘performing well’ by Ofsted in December 2009 in contrast to adequate ‘capacity to improve’ and ‘management of children’s services’ judgements in 2008. Equally Oldham recently had an unannounced inspection of referral and assessment (safeguarding) and there are no priority actions and only two relatively minor areas of development, clearly demonstrating Oldham’s improved direction of travel.

Improving educational standards has remained a priority area of focus during 2009/10. Oldham’s Improvement Board for Transforming Attainment and Achievement has closely monitored the impact of the actions undertaken in the Performance Improvement Plan, with the aim of accelerating improvement in pupils’ attainment and achievement and rigorously aligning this with Oldham’s extensive Building Schools for the Future (BSF) and Academies programme. Last years Performance Improvement Plan (PIP) was formulated to focus on the immediate actions needed to be taken to make rapid improvements, and the refreshed version for 2010/11 will continue to provide a firm basis for future improvements and the maintenance of educational standards throughout the ongoing period of change. Ambitions articulated in Oldham Council’s new Corporate Plan (2009-2013) ‘One Place – Many Choices,’ also now places a clear emphasis on learning, narrowing the gap in standards and community cohesion through a vision of Oldham becoming a University Town and will help to ensure educational standards across Oldham continue to be improved during 2010/11 and beyond.

Understandably 2009/10 has been a challenging year for ensuring that all aspects of safeguarding have been robust and appropriately prioritised across all Oldham Children’s Trust partners. Agencies involved with safeguarding having been subject to significant pressures with the impact of the tragic case of Baby Peter, the subsequent Government enquiries and high media exposure. Equally schools have been challenged to comply with the increased profile of safeguarding within revised Ofsted inspection frameworks. Nonetheless all agencies have risen to the challenge and have continued to safeguard and promote the welfare of children and young people across Oldham during this difficult period. Oldham Children’s Trust have equally ensured that the roll out of Oldham’s approach to Area Working across strategic partners has been matched by the complimentary development of an approach to services for children, young people and families which ensures a focus on early intervention and prevention and a Think Family emphasis are core elements.

Throughout 2009/10, the impact of the national recession has obviously also been keenly felt across Oldham and Oldham Children’s Trust has seen increased demand for many local services including social care, school places and free school meals. Ongoing national and local funding
pressures set the constrained financial context in which we will need to continue to work together across organisational boundaries over the coming years. Over the last 12 months active discussions have in fact already taken place between the local authority and primary care trust to identify and scope joint working opportunities. The possible closer integration of council and PCT planning and commissioning for children’s services clearly offers an exciting opportunity to ensure more coherent services for children, young people, and families in Oldham in the future.

Against this backdrop, this review and refresh of our Children and Young People Plan recognises and celebrates progress achieved in 2009-2010, but also illustrates how we plan to organise ourselves to support the delivery of continued improved outcomes for Oldham’s children and young people over the next 12 months. Working to the national five ‘Every Child Matters’ (ECM) outcomes (be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being), the following pages capture what has been happening in the past year to ensure our children, young people and families experience improved outcomes as well as identifies what our key priorities will be for 2010-2011.

This review and refresh of our Children and Young People Plan 2008-2011 has been carried out with the appropriate involvement of, and consultation with, Children’s Trust partners. It provides a broad strategic direction and an overarching framework within which more detailed delivery plans will be developed. Oldham’s Children and Young People’s Plan continues to be aligned with, and flow logically from, Oldham’s Sustainable Community Strategy (SCS) and Local Area Agreement (LAA), as well as other key organisational documents such as Oldham Council’s Corporate Plan, ‘One Place, Many Choices.’
Expressed Needs of Children and Young People

Oldham Children’s Trust sets a high priority on making sure that children, young people and parents/careers have a strong voice in all matters that affect their lives. This includes asking them what works, what doesn’t work and what could work better and involving them in the design, delivery and evaluation of services on an ongoing basis. For example in 2009/10 we built on our excellent record of engaging with young people via the Youth Council and responding to their identified list of five key priority areas from a young people’s perspective. Namely these were mental and emotional health, safety, promoting a positive image of Oldham’s young people, young drivers and lastly public transport, which were all taken forward and acted upon by the relevant partner agencies. This resulted in not only the commissioning of new services (e.g. Kooth online counselling) but also the securing of external resources by the Youth Council themselves (e.g. young driver’s awareness campaign).

In addition to the work with the Youth Council, our investment in participation activity with Looked After Children and children and young people with complex needs and disabilities and their families has equally informed service developments such as Aiming High and ensured that children, young people and parents/careers own experiences and expertise is harnessed. Further details and examples are contained under the relevant ECM outcome themes, as well as pages 42 - 45 which relate specifically to Oldham’s Children’s Trust commitment last year to ‘involve and empower children, young people and parents/careers and respond to their views’.

In terms of understanding what the key overarching priorities and concerns were for children and young people during 2009/10, Oldham Children’s Trust invested in its first ‘Youth Voice Event’; an event which brought together 152 young people aged 11+ from across Oldham schools. This event provided the opportunity for young people to express their priorities and concerns under each of the Every Child Matters themes as well as identify any concerns they had about the districts in which they live or go to school.

The following table therefore identifies the top ten priorities identified by young people at this event under each Every Child Matters theme and sets out how Oldham Children’s Trust is now responding. In terms of priorities identified at a district level, these have now been used to inform Oldham’s District Plans 2010-11 and Oldham’s District Youth Forums have also identified at least one of the priorities to focus on for the next 12 months. All of this information will also be used at the next Youth Voice event in October 2010 to inform children and young people of how their concerns and priorities have been addressed within Oldham – in a ‘You said – We did’ format.
<table>
<thead>
<tr>
<th>ECM Theme</th>
<th>What young people said</th>
<th>How we intend to respond</th>
<th>Lead</th>
<th>Key Partners</th>
</tr>
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<tbody>
<tr>
<td>Be Healthy</td>
<td>Current funding of physical activity across Oldham is explored to look at the viability of subsidised or free gym and swim passes.</td>
<td>Oldham Partnership has invested in a scheme which provides free swimming for under 16's. We will ensure there is now improved promotion of this scheme to all young people in Oldham. Oldham’s Integrated Youth Service also works closely with the children's homes to attempt to get young people from the homes into the gyms in their local area. This provision is free. We also provide Youth only Zones across the borough on Friday or Saturday evenings – these session are heavily subsidised and enable young people to access a wide range of sports and recreational activities delivered within Sports centres. This activity will be clearly communicated with young people at the Youth Voice Event in 2010.</td>
<td>Oldham Council, Integrated Youth Service</td>
<td>Schools and Oldham Community Leisure</td>
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<td></td>
<td>Publicity of health and well being services for young people is developed possibly developing an on-line or hard copy of a directory of services.</td>
<td>At present, the OurOldham family services directory (<a href="http://www.ouoldham.info">www.ouoldham.info</a>) has a dedicated Health section containing a wealth of information relating to health and wellbeing. The website signposts readers to key services such as Brook, FRANK, Oldham’s Alcohol and Substance Intervention Service (OASIS) and a myriad of events and classes relating to health and wellbeing. The website is currently being redesigned to refresh the mechanism for information delivery to ensure it hits target audiences (which includes children and young people) in the most efficient way. The Go! Oldham website and marketing campaign also promotes the offering of positive activities for young people. The universal offering has a vast number of positive activities promoting healthy lifestyles, healthy eating and exercise.</td>
<td>Oldham Council – Family Information Services</td>
<td>Communication Team (Go Oldham)</td>
</tr>
<tr>
<td>ECM Theme</td>
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<td>Stay Safe</td>
<td>More work and activities need to be delivered to children and young people on how to stay safe online.</td>
<td>Oldham LSCB already has a very active and effective E-Safety Sub group that is working very closely with Oldham Youth Council. This work will be further developed and communicated to all children and young people, with active links into schools/colleges. We will also run E-safety training and workshops specifically targeted at children and young people.</td>
<td>LSCB E-Safety Sub Group</td>
<td>Oldham Youth Council</td>
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<td></td>
<td>An audit, involving young people should be carried out assessing where young people feel street lighting needs improving or installing across Oldham.</td>
<td>Integrated Youth Service Managers will link with Oldham’s Regeneration Service to highlight where District Youth Forums feel street lighting is inadequate or where it is needed. We will ask for an audit of street lighting to be undertaken and we will share the report with the relevant Cabinet Member and Council Officer for a response.</td>
<td>Oldham Council, Street Scene</td>
<td>Oldham Council, Integrated Youth Service and 3rd sector youth organisations</td>
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<tr>
<td>Make a positive contribution</td>
<td>Further consultation is needed with children and young people on how to best utilise social networking in particular facebook, twitter and YouTube. From this guidance policies and training will need to be developed to assist those working with children and young people in using these methods as routes for engagement.</td>
<td>We are currently developing guidance and policy on Use of Internet/Social Media when working with children and young people. This will be sent to the LSCB for ratification and disseminated across services working with children and young people. The policy will enable staff from across a range of services to develop social media as a tool when consulting with young people. Young people from The Oldham Youth Council will also be working closely with the ‘Go Oldham’ team on the development of their website and social media outlets</td>
<td>Oldham Council, Integrated Youth Service</td>
<td>Oldham LSCB and Oldham Youth Council</td>
</tr>
<tr>
<td></td>
<td>Further consultation with young people about the promotion of volunteering opportunities and how young people are 'rewarded' needs to be undertaken.</td>
<td>We will carry out consultation with a range of children and young people exploring how best to promote volunteering. The findings of the consultation will form a youth volunteering action plan.</td>
<td>V-Involved Coordinator</td>
<td>Voluntary Action Oldham</td>
</tr>
<tr>
<td>ECM Theme</td>
<td>What young people said</td>
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<td><strong>Enjoy and Achieve</strong></td>
<td>Further work needs to be undertaken with young people in schools about what curriculum developments and additional services are available</td>
<td>Work has already been undertaken with children and young people across the borough to consult on what extended services they would like in their schools, included curriculum enrichment activities. The outcomes of this consultation will be communicated with young people at the Youth Voice Event in 2010.</td>
<td>Oldham Council, Extended Services Team</td>
<td>Schools</td>
</tr>
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<td></td>
<td>Children and young people need to be directly involved in developing the marketing and communications strategy around things to do and places to go for children and young people in Oldham</td>
<td>Oldham Youth Council will work closely with the Go Oldham team on the development of the communication strategy, development of the website and other promotional materials</td>
<td>Communications Team (Go Oldham)</td>
<td>Oldham Youth Council</td>
</tr>
<tr>
<td><strong>Achieve economic wellbeing</strong></td>
<td>The need to explore the opportunities for increasing the number of work experience opportunities available to pupils and students in Oldham.</td>
<td>A feasibility study will be carried out by relevant staff within Positive Steps Oldham to explore how work experience can be broadened. This will include further consultation with young people from across the borough</td>
<td>Positive Steps Oldham</td>
<td>Schools Colleges</td>
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<td></td>
<td>Young people should have the increased opportunities to be involved in shaping and influencing the way that information, advice and guidance is delivered to them and that young people are actively involved in the quality assurance of the information, advice and guidance on offer</td>
<td>The Positive Steps Advisory Board will develop a young people led quality assurance process – that is rolled out in The Centre, Schools and Colleges assessing the advice, information and guidance on offer to young people in Oldham</td>
<td>Positive Steps Oldham</td>
<td>Schools and Colleges</td>
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Reporting on progress 2009/10

Last year’s review of Oldham’s Children and Young People’s Plan identified that considerable progress had been made in improving the well-being of Oldham’s children, young people and families. The following pages focus on how we have implemented the ‘next steps,’ as set out in the 2009 review, highlighting the key achievements made by all partners across Oldham Children’s Trust over the past year as well as identifying where progress has not been as good as we would have wished, or new challenges have emerged. These areas will be our priorities for action over the remainder of the ‘One Future’ edition of Oldham’s CYPP and have been brought together in a concise summary towards the end of this document on page 51 - 52.

Last year, Oldham Children’s Trust identified its key priorities for change as being:

**ECM Priorities**

**Priority 1**
Continue to promote emotional and physical health and well-being, with a specific focus on reducing obesity and improving dental health

**Priority 2**
Continue to progress the quality of service delivery and practice so that vulnerable groups of children and young people are safe

**Priority 3**
Ensure children and young people are safe and feel safe in the communities where they live, go to school, play and work

**Priority 4**
Improve achievement and progression at all key stages

**Priority 5**
Narrow the attainment gap between our most disadvantaged communities and the population as a whole

**Priority 6**
Reduce the number of young people who engage in risk taking behaviour

**Priority 7**
Continue to increase the number of 16-19 year old young people in employment, education or training

**Priority 8**
Address the high levels of child poverty within the borough by tackling worklessness

**Children’s Trust Management Priorities**

**Priority 9**
Ensure Oldham Children’s Trust is underpinned by strong governance arrangements

**Priority 10**
Improve attainment opportunities for all (i.e. through the Building Schools for the Future Programme)

**Priority 11**
Involve and empower children, young people and parents/carers, and respond to their views

**Priority 12**
Focus rigorously on protection, prevention and early intervention within the context of Oldham’s developing area working approach

**Priority 13**
Enhance financial planning

**Priority 14**
Develop a data-rich and evaluative approach to strategic and operational planning and evaluation

**Priority 15**
Remodel and develop the workforce.

NB. ‘Children’s Trust Management’ in Oldham refers to key cross-cutting service management areas of work which impact on all five Every Child Matters outcomes and need robust, whole service implementation and monitoring.

The below progress reports aim to bring together and summarise, in an accessible format, data and qualitative information and show what has been achieved and where there is more to do in respect against each of the priorities set out above.
Be Healthy Progress Report 2009/10

What we said we would do?

We would work together and with children, young people and families to continue to promote emotional and physical health and well being, with a specific focus on reducing obesity and improving dental health

Key performance achievements 2009/10

- 100% of Oldham schools are maintaining or working towards achieving the 41 minimum standards set out in the national healthy school standards focusing on healthy eating, physical activity, emotional health and PSHE (Personal Social and Health Education). At the end of March 2010, 95% of Oldham schools had achieved the national healthy school status;
- Oldham has continued to see improvement in children and young people’s participation in high quality PE and sport. During 2009/10 94.5% of young people aged 5-16 years in Oldham took part in 2 hours high quality PE and school sport. This means that Oldham is performing significantly better than both statistical neighbour averages and the national average;
- In 2009/10 Oldham experienced a reduction in the percentage of Reception Year children who are classed as obese. Oldham is currently performing better than the statistical neighbour average and the national average and is also within the top 49% of Primary Care Trust’s nationally achieving this target. Obesity levels by year 6 are however still an ongoing area of concern; and
- Oldham has seen significant improvement in performance of 12.7% for recorded breastfeeding prevalence at 6-8 weeks of age since the previous year. Oldham is now performing just above the statistical neighbour average.

Snapshot of activity and outcomes 2009/10

- The clear downward trend in the prevalence of obesity amongst reception age children in Oldham has been achieved in part through the continued delivery of a number of multi-agency healthy lifestyles programmes which have encouraged families to adopt a healthier way of life. For example, during 2009/10:
  - the Mini ‘Mind, Exercise, Nutrition. Do it!’ (MEND) programme for 2-4 year olds reached 42 families in Oldham, resulting in an increased awareness of healthy eating, a willingness to change behaviour and join in physical activity amongst attendees;
  - 2 Self Help Independence and Nutrition (SHINE) programme courses for 13 – 17 year olds were delivered with good outcomes being achieved in terms of increased confidence, weight reduction and weight maintenance;
  - 30 ‘Cook 4 Life’ courses were delivered to 232 participants, including families with young children at Children Centres, with evidence that families knowledge of healthy eating, and confidence and cooking skills, had subsequently increased;
- 78 Oldham schools (primary and secondary) participated in the Expo Chef Experience Day which focused on healthy eating, basic cooking and hygiene and has since resulted in high levels of oldham children and families engaging in cooking healthier meals together and downloading healthy recipes from the web site; and
- 5 secondary school food technology teachers took part in the national Food in School Partnership training programme focusing on improving the delivery of food technology in the curriculum and up-skilling teachers. This training has been disseminated to 36 primary school staff from 23 schools and there are plans for more ‘food partnerships’ in 2010.

A draft healthy weight strategy for children, young people and families in Oldham has also been developed during 2009/10 to ensure prevalence of childhood obesity is reduced across all age groups in Oldham through the implementation of a multi-agency approach. This strategy will be finalised and implemented in 2010/11.

- With respect to reducing dental decay amongst children and young people, Oldham has seen a decline during 2009/10 in the number of children aged 0-4 and 5-9 who have been admitted to hospital for dental extractions (i.e. surgical or simple extraction). A range of activities have taken place over the last 12 months to secure this improvement. For example, Oldham Community Health Services has worked with pre-school settings and Children’s Centres to encourage young children and their families to adopt healthy eating practices to promote good oral health, and 87 pre-school settings including Children’s Centres have now achieved the Healthy Eating Award. Similarly over the last 12 months Oldham Community Health Services have worked in partnership with primary schools to improve oral health and 63 primary schools have now achieved the Tooth Friendly Partnership Award. The Brush Together Smile Forever children’s oral health programme has equally been delivered to over 14,000 parents of young children to increase exposure to fluoride as a key means of preventing dental decay. During 2009/10 an increased number of professionals have in fact also participated in the Brush Together Smile Forever programme to ensure oral health care forms a core part of the general health advice provided to residents of Oldham.

- In response to the wider issue of ensuring all children and young people have access to support for their emotional health and well-being, an online counselling service for 11-25 year olds has been commissioned and mobilised in 2009/10. Utilising local authority Priority Investment Funding in support of the University Town corporate objective, this service is already providing valuable support to young people on a range of issues across the borough. This service went live in February 2010 and has been extensively promoted via a variety of means. Anonymised data regarding usage of this service will be used to inform future service planning and delivery as part of the development of Oldham’s new Children and Young People Plan from April 2011. Over the last 12 months, the specialist Child and Adolescent Mental Health Services (CAMHS) has equally ensured effective assessment, treatment and support for children and young people with mental health problems and disorders, and their families, has continued to be provided. For example, during 2009/10 a new provision of weekend clinics were set up in order to improve access to CAMHS services and the local child development service received specialist CAMHS input in an attempt to improve diagnosis for under 5’s. Specialist CAMHS liaison, training and health promotion has also been provided, in addition to targeted work to improve staff skills and abilities to engage hard to reach communities. Staff working directly with young offenders now receive basic awareness training on mental health and specialist staff working in residential homes are provided with training and advice on the therapeutic environment and have early access to specialist CAMHS services. Partnership working has been strengthened through a revised CAMHS strategy group with the development of a new strategic vision for CAMHS services that will secure further improvements and developments in during 2010/11 and beyond.
Running alongside all of the initiatives and activities outlined above, two further multi-agency emotional health and well-being conferences for primary and secondary schools have equally been delivered in Oldham during 2009/10. Specific workshops included Autism/ Autistic Spectrum Disorder, Attention-Deficit Hyperactivity Disorder, Attachment, Behaviour Management and Emotional Challenges. Both events provided participants with simple tools and resources for areas of mental and emotional health development as well as a greater understanding of CAMHS in Oldham. The subsequent result has been that school based staff have reported an increased knowledge, skills and competence around specific mental and emotional health issues and there has been an improvement in the quality referrals now being sent to CAMHS services from schools. It should be noted that as part of the drive to support children and young people’s emotional health and well-being, the social and emotional aspects of learning (SEAL) programme have also continued to be delivered within schools in Oldham and 10 new settings have been engaged in Forest School projects in 2009-10. Oldham Children’s Trust does however acknowledge that further targeted work will need to be undertaken over the coming 12 months, especially in response to the 2009 results of the Tellus 4 survey, which indicated that young people in Oldham schools were less emotionally happy than had been the case in the previous year.

• Specific work to transform short break provision for severely disabled children and their families in Oldham has continued during 2009/10. In order to ensure families have had access to a modern range of services that meets their needs, local statutory partners have focused on jointly planning and delivering on improvements that will see an increase in the types of short break service available. Examples of the way in which Oldham has offered more personalised, flexible services that are well designed and orientated around the families needs over the last 12 months include:
  - a new Home Holistic Aromatherapy/Massage service for children with complex needs that is making a real difference to the lives of children who are isolated and often in on-going pain. This service provides a relaxing sensory experience which aids sleep and gives children a release from pain. This new service has already received very positive feedback from families and active work is taking place to further extend the service in 2010/11;
  - a 'Wheels for All' site in Oldham is now gathering momentum and should launch in July in Alexander park ready for the summer break. A taster day gave the opportunity for children with disabilities to sample adapted cycles. Children had the opportunity to feedback on the cycles, rate them for levels of enjoyment and decide on those that they would like to see based in the park for hire. The taster day proved very successful and also drew a lot of attention from partner agencies. The interest was in fact so great that Oldham is now looking at creating a 'Centre of Excellence' as well as exploring the possibility with parents of creating a changing space within the park to create a fully accessible environment for all; and
  - Shining Stars Swimming lessons are going from strength to strength. Children and young people with disabilities are now learning to swim in a safe and calm environment with specially trained professionals.

Acknowledging that a broad range of services have equally been commissioned over the last 12 months e.g. Autism Youth Club group, the Time Out scheme, National Autistic Society befriending scheme, a Sing and Sign Choir, a Lego Club for children with Autism and Oldham Owls Multi-Sports on Sundays; on-going effective partnership working will ensure the volume and range of short breaks provision for severely disabled children and their families continues to grow in Oldham over the coming 12 months.

• Local improvements in recorded breastfeeding prevalence (i.e. from 15% to 28% for babies born in Oct 2008 compared to Oct 2009) have been achieved in part by ensuring all families are given knowledge and supported to make informed choices on infant feeding. For example the delivery of breastfeeding support at various locations, including Children’s Centres, has ensured a choice of local provision. Opportunities
to educate local communities in a sensitive and culturally acceptable way have also been developed through trained Peer Supporters. Whilst NHS Oldham acknowledges there have been some ongoing issues around robust data collection in the community setting, these are now being addressed through the strengthened performance management arrangements in 2010/11. This will involve Oldham Community Health Services collecting postcode, age, and ethnicity data relating to breastfeeding status at initiation, maternity unit discharge, 6-8 weeks and 6 months of age.

- Over the last 12 months, the Integrated Youth Service (IYS) has continued to successfully increase the number of young people participating in sport and physical activity across Oldham. The focus has been on the challenging ambition of getting young people to take up five hours of PE and sport a week. This ‘five hour offer’ determines that there should be the opportunity for children and young people to take part in 5 hours of sport per week, comprising of at least 2 hours high quality PE and sport at school and an additional 2-3 hours beyond the school day in the community. The ongoing delivery of Oldham’s PE & Sport Strategy for Young People (PESSYP) during 2009/10 has driven this agenda forward and resulted in developments of the PE programme within schools; an increase in the numbers of formal School to Club links and the promotion of young people attending community clubs; and the development of competition in primary and secondary schools. In 2009/10 Sport England funding has allowed IYS to employ an officer to develop school to club links and to work on club accreditation, volunteers in clubs and coach education in clubs, all with a view to enabling a desired smooth transition between young people’s participation in schools and youth based sport and physical activity into long-term participation in adulthood. A Sport Development Officer for each district in Oldham also helps to plan and develop children and young people’s sport within schools and local communities including holiday provision. Work is planned according to need, based on results of the PESSYP strategy, with each school and district ultimately having a personalised sport plan. IYS intend to take full advantage of the opportunities provided by the 2012 Olympic and Paralympic Games to inspire even more young people to participate in sport and physical activity.

- During 2009/10, there has been a range of initiatives to encourage parents and pupils to use healthier and more sustainable forms of transport such as cycling and walking to get to school. For example a further 14 schools have developed travel plans and are now in line for a capital grant from Government towards implementing their travel plan. This takes the total number of travel plans developed in Oldham since 2004 to 112. Over the last 12 months, Oldham’s Unity Partnership has been commissioned to deliver a targeted programme of activity aimed at reducing car use at 10 priority schools. Consultants have also been commissioned to develop a Sustainable Modes of Travel (to School) Strategy for Oldham to help make it easier for parents and pupils to adopt different means of getting to school such as walking, cycling and public transport.

- During 2009/10, there has been a clear commitment amongst Oldham Children’s Trust partners to improve health outcomes amongst children, young people and families in Oldham. The Child Health Strategy and action plan has been developed to further strengthen the work to deliver integrated accessible health care locally. This has been evident through ongoing day to day service delivery as well as the implementation of a range of innovative initiatives and projects. For example during 2009/10:
  - Oldham Children’s Centres have ensured appropriate health information, guidance and support has been readily available to families at a local level. The operational core offer of all Oldham Children’s Centres now includes a named Health visitor and Midwife link; a link to local Baby Clinic and ante-natal services either on site or locally; speech and language support; breast feeding promotion and smoking cessation advice; and health promotion displays/ information about local health services and positive lifestyles initiatives;
- Oldham's Music Service has delivered a number of projects running throughout 2009-10 that relate specifically to the beneficial impact of music making upon health. These include the Drumming Down Dyspraxia project which explored ways in which percussion work and movement to music might help children with Dyspraxia. Similarly the Bronchial Boogie project continued to be delivered a partnership between Oldham Music Service and Oldham Community Health Service to provide asthma education, breathing exercises, wind instrument tuition and bring children together for mutual support. The Bronchial Boogie project was delivered at five primary schools and one Children’s Centre during 2009/10, with direct positive outcomes in improved respiratory health, fewer sleepless nights, better school attendance, greater self esteem and increased ability to join in sporting activities; and
- Oldham's Integrated Youth Service (IYS) has coordinated and delivered a disability sports programme. This programme provided opportunities for young people with a disability to participate in sporting activities which they may not otherwise be able to access via mainstream provision. Over 300 young people with a disability or additional need took part in the programme during 2009-10 and very positive feedback was received.

Against this backdrop of good practice and positive outcomes achieved to date, Oldham Children's Trust partners do however acknowledge that further work must be undertaken in 2010/11 to continue to tackle both the cause and effect of ill health that is still evident amongst many children and young people in Oldham.

**Key Performance Challenges 2009/10**

- Whilst trends in infant mortality in Oldham are decreasing, Oldham Children's Trust is aware that it is at an inconsistent rate. Between 1996 and 2006 infant mortality rates have fluctuated but have generally hovered around 7.2 deaths per 1,000 births. However between 2005 and 2007 there was a significant reduction in infant deaths resulting in the lowest infant mortality rate for a decade. Although it is good news that infant deaths in Oldham have decreased in the last few years, they are still higher than both the England and North West averages, and overall the decline is slow.

- Oldham has seen a significant decline in performance in respect of the emotional health of children. Based on the Tellus 4 survey conducted with young people in Oldham schools in 2009, Oldham's performance declined by 9.7% in comparison to the previous year. Oldham is now performing slightly worse than the statistical neighbour average as well as the national average. In comparison to Greater Manchester authorities, Oldham also moved from being sixth lowest in 2008-09 to achieving the lowest result in the current year. It is however noted that even though Oldham has declined in performance since last year, both the statistical neighbour average and the national average has also seen a drop in performance.

- Even though Oldham has seen a clear downward trend in the prevalence of obesity amongst reception age children over the last year, prevalence amongst primary school age children in year 6 is still a cause for concern. Oldham is currently performing in line with the statistical neighbour average but slightly worse than the national average.
Agreed ‘Be Healthy’ Improvement Priorities for 2010/11

1. Enhance children and young people’s emotional and mental health
2. Ensure children have the best start in life and go onto have a healthy weight and lead active lives
3. Reduce risk taking behaviour detrimental to the health and well being of children and young people
Stay Safe Progress Report 2009/10

What we said we would do?

We would work together and with children, young people and families to continue to progress the quality of service delivery and practice so that vulnerable children and young people are safe and feel safe in the communities where they live, go to school, play and work.

Key performance achievements 2009/10

- Oldham has consistently ensured that initial assessments have been carried out within 7 days from the start of a referral. An ‘initial assessment’ is defined as a brief assessment of any child who has been referred to social care services with a request that services be provided and is viewed as an important indicator of how timely services can respond. For the last two years Oldham has performed significantly better than both the statistical neighbour average and the national averages in this area.

- Oldham is now performing in line with statistical neighbours and just above the national average in respect of the percentage of child protection cases which have been reviewed within required timescales. Reviews are a key element in delivering Child Protection Plans and ensuring the provision of good quality interventions.

- Oldham has constantly met target all year in respect of children becoming the subject of a Child Protection Plan for a second or subsequent time and is in line with statistical neighbours and the national average. A ‘Child Protection Plan’ is a multi-agency plan formulated by children’s social care to ensure that children who are at continuing risk of harm are protected. Its aim is to facilitate and make explicit a coordinated approach to the protection from further harm of each child.

- All regulated provider services for looked after children have remained “good” and 3 children’s homes have progressed to “outstanding”.

- Oldham has seen a significant decrease in reported incidents of bullying by children, as recorded via the Tell Us 4 Survey (26.7% compared to 50.6% in Tell Us 3 Survey). Oldham has moved from being fifth highest reporting experiences of bullying among the 10 statistical neighbours in 2008-09 to second lowest in 2009-10. Compared to the other nine Greater Manchester authorities, Oldham has also moved from being the worst performing council in 2008-09 to the fifth highest performing.

- The number of child pedestrian casualties in Oldham has reduced from an average of 156 per year in the base years of 1994-98 to 87 in 2005 and 63 in 2009. The number of children killed or seriously injured (all road user classes) was 29 in the same base years and 15 in 2009, compared to the 2010 target of 13.
Snapshot of activity and outcomes 2009/10

- Following the national response to the death of Baby P, Oldham Local Safeguarding Children Board scrutinised full section 11 safeguarding audits by all its partner agencies and has overseen improvement action plans following on from these. Equally the Council’s Children’s Social Care team have reviewed all practice standards and reported to the LSCB a set of 49 practice standards to address improvements to these. Pan Greater Manchester Safeguarding Procedures have also been adopted across Oldham and are now linked into the LSCB website.

- In recognition of the value of ensuring Oldham’s social work staff are equipped to perform the difficult role expected of them, training was arranged during 2009/10 for all social workers on risk assessment, risk analysis, the use of genograms and S47 joint working and joint investigation. Managerial oversight was increased and agreed and clearly understood quality assurance systems put in place. This is now evidenced on all Core Assessments, Care Plans, and Statements. Over the last year, there has been active work to ensure a full complement of staff has also been in place and this has resulted in all child protection and Looked After Children work now being allocated to a qualified worker. Similarly two groups of newly qualified social workers were given protected time and caseloads for 12 months to enable them to develop and fully reflect on their learning.

- The Children’s Trust and the Local Safeguarding Children’s Board (LSCB) have both worked to ensure Oldham’s children and young people stay safe. During 2009/10, the LSCB has sponsored, arranged and delivered specific events to improve the safety and wellbeing of children and young people in the borough. These have included a Young People’s Anti Bullying Conference which aimed to help young people in years 9, 10 and 11 become more knowledgeable and confident at recognising and dealing with bullying in its various forms; a joint adult/young people safeguarding event and a private fostering awareness campaign across Greater Manchester. Over the last year, the LSCB has participated actively in several local events and brought the safeguarding message to the public. Events included Faith Forum, Youth Star Awards, and Children’s Fun Day. The LSCB has equally delivered face to face multiagency safeguarding training to around 1200 participants over 75 training days and funded specialist Hydra training on child protection for senior decision makers in the key partner agencies. Likewise Oldham’s Safeguarding Advisor for Schools has delivered mandatory direct child protection, designated persons and governor training to schools, in addition to providing substantial support in relation to the latest Ofsted safeguarding inspection standards. Accredited Safer Recruitment Training has been delivered to all Oldham Schools and will be rolled out to other agencies during 2010/11. Greater Manchester Police has also offered enhanced child protection training to all Oldham police staff within the force over the last year. All these initiatives have led to a workforce able to recognise child protection needs and confidence in taking action to safeguard children effectively.

- With respect to the growing agenda of e-safety, the LSCB led on an eight day awareness campaign addressing safety in the digital environment to coincide with national e-safety week. The e-safety subgroup of the LSCB has been particularly active and has continued to engage with Oldham Youth Council around design and delivery of safeguarding messages to young people in the borough and across the region and nationally. During 2009/10 e-safety training has been delivered by the LSCB to full staff groups in all secondary schools in the borough, to several primary clusters, to some other key staff groups (including CAMHS, foster carers). The LSCB has also licensed e-learning on Child Abuse and Neglect for around 1200 applicants across all sectors and over the last year around half of these completed and passed the course.
During 2009/10, NHS Oldham, Greater Manchester Police, the local authority and voluntary organisations in Oldham have continued to effectively work together to protect children and young people at risk of sexual exploitation. Maintenance of the Messenger Partnership has ensured these vulnerable groups of young people are supported effectively by a range of appropriate professionals. An important link has been made with the School Attendance Improvement Service (SAIS) to ensure the SAIS Manager now also attends weekly Messenger Partnership meetings to raise alerts, provide interventions update and notify of new referrals attendance levels in order that early identification of children at risk is achieved and support is provided.

Through the Safer Schools Partnerships, Greater Manchester Police have provided two school based police officers. These officers are based at the Radclyffe and South Chadderton schools and work across school clusters. The Safer School Partnership Officers support targeted schools and also participate in the Behaviour and Attendance Partnership meetings, leading to improved communication between schools and Greater Manchester Police over the last year.

The Challenge and Support Team, comprising police officers and youth support workers, in conjunction with the Neighbourhood Policing Teams have run a number of Staysafe operations across the borough throughout 2009/10. These operations have seen a multi-agency approach in using Police Protection Powers to remove vulnerable young people from the streets to places of safety. The Challenge and Support Team and the Neighbourhood Policing Teams have also conducted a large number of after school patrols on the school bus services throughout the year and these have been complimented by a number of gateway checks on public transport. Moreover Oldham’s Challenge and Support Team have completed a number of knife crime workshops with young people; educating them about the consequences of carrying knives. To compliment this education and awareness raising, the team has then conducted knife crime operations with the use of knife arches.

Oldham Partnership has worked hard to support children affected by domestic abuse. The Oldham Domestic Abuse Strategic Management Group developed a new Domestic Abuse Strategy to ensure local delivery of key aims and objectives. In order to support children and young people affected by domestic abuse, the Safe & Strong Communities Board (on behalf of Oldham Children’s Trust) commissioned an intensive support service for children and young people affected by domestic abuse along with a Healthy Relationships Education Pack to be disseminated and utilised across all Oldham schools. This example, in addition to the one outlined above, demonstrates that within Oldham’s Local Strategic Partnership arrangements, there has been a close correlation between the Children’s Trust Board and the Safe and Strong Communities Partnership. Cross membership of the Boards and a joined up approach to performance management will ensure that this continues during 2009/10 and beyond.

A wide range of targeted work has been undertaken during 2009/10 to reduce the number of children and young people experiencing bullying in Oldham. For example, training has been provided for teaching and non teaching school staff on the Say No to Bullying theme of SEAL (Social and Emotional Aspects of Learning), the 'No blame' approach to bullying and the Circle of Friends Training for lunchtime organisers/supervisors. The Secondary Behaviour and Attendance Consultant has delivered regular key anti bullying messages from the National Strategies to all Oldham schools via the Behaviour & Attendance School Network and supported the review of behaviour and bullying policies; and Oldham’s Attendance Advisers/Officers have followed up irregular school attendance where bullying was cited as a reason for poor/non attendance and investigated cases of bullying as referred by schools, parents or the schools complaints procedure. In addition to
the Young People’s Anti Bullying Conference which was commissioned last year by the Local Safeguarding Children Board (LSCB), a successful Challenging Homophobia conference for schools was delivered as a joint venture between Oldham Council and the National Union of Teachers (NUT) following the union’s survey of school staff. This was part of a practical commitment to partnership working to challenge homophobic bullying in schools and to work towards a more inclusive and safer learning environment for all, and included the premiere of ‘Our learning experience’ DVD - a short film which showed Lesbian, Gay, Bisexual and Transgender (LGBT) pupils from Oldham & Manchester LGBT youth groups talking about their school experience. In September 2009, Oldham schools also started to use a locally expanded electronic recording of racially motivated incidents, to include all hate incidents and bullying. Going forward, this will allow schools to build a picture over time of which groups of pupils are at most risk; enable individual schools to situate their own data within the wider borough wide picture and identify areas in which they wish to develop strategies collaboratively within their locality or seek external support. The Local Authority will also be able to plan support to schools in a more strategic way and target locally identified support or training in partnership with a range of other service providers.

- Over the last year, Oldham Youth Councillors have also worked closely with the LSCB to jointly organise and deliver a conference for young people exploring the theme of Preventing Violent Extremism. 20 young people were involved in planning and delivering the’ Project Safe Space’ – preventing violent extremism conference and had 100 young people attending.

- With regards to Looked After Children, the Adoption Service has been reconfigured to take on case responsibility to ensure that the adoption process is swifter and placements are made in a timely manner. The Fostering Service has also developed a training profile for foster carers in line with Children’s Workforce Development Council guidance. Equally the role of Children’s Rights Service and of Advocacy and Independent Visitors has been actively promoted to Looked After Children during 2009/10 to increase their understanding, awareness and take-up of these services. Likewise, to ensure looked after children and care leavers gain an increased awareness of the risks involved in online communication, the Children in Care Council led on a Cyber Bullying drama production and produced a DVD which was then distributed to schools across Oldham. This innovative project has subsequently gone on to receive national recognition, resulting in Oldham’s Children in Care Council receiving a well deserved award for their work. During 2009/10, active work has also taken place to ensure that all unaccompanied asylum seeking children have been accommodated until age assessments are concluded. This has ensured that no young person under the age of 18 in these circumstances is left unsupported.

- In order to support families where parents are substance misusers, Oldham Drug and Alcohol Action Team and the Council’s Extended Service Team expanded their use of Family Group meetings by resourcing additional work by Child Action Northwest. Impact to date shows that this service is in great demand and will be rolled out as borough-wide project in 2010-11.

- In order to improve road safety skills amongst child pedestrians, the road safety education and training work carried out by the Unity Partnership in schools has been expanded in 2009/10 so that all primary year groups are now covered. For years one and six, theoretical and practical training is delivered by road safety officers, using the Street Smart and Road Safety Investigator initiatives developed in-house as part of Oldham’s earlier 3 ‘til 7 project. For other year groups, teachers have received training on using lesson plans and resources supplied by Unity. During 2009/10 a significant number of children also received National Standards cycle training, using external funding from the Department of Transport / Cycle England, amounting to a total of £94,000. A multi-agency ‘take care get there’ project was equally delivered in targeted areas of the borough with the aim of reaching adults who can pass on correct messages and set a good example when out and
about with their children, and has also included the provision of a number of Zebra crossings. Likewise, as part of the Building Schools for the Future / Academy programme, Unity Partnership have undertaken studies and produced safe and sustainable travel proposals for six sites where new schools are proposed or where substantial rebuilds are planned. Oldham Youth Council has also been very proactive in leading on a Road Safety Campaign with particular reference to young drivers and pedestrians, which has subsequently resulted in an area of increased level of enforcement and speed reductions in one particular area of Oldham. These young people have also now been successful in securing £25,000 of external funding to run a programme of activities to raise awareness of safe driving in schools and youth groups. This will include a publicity campaign, workshops and an original piece of drama that will tour schools across Oldham during 2010/11.

Key Performance Challenges 2009/10

- Oldham has seen a significant decline in performance since last year in the timeliness of placements for adoption. During 2008/09 Oldham was performing similar to statistical neighbours and the national average but over the last year our performance has deteriorated and are now performing worse. This is however a small cohort of children so one or two children can make a significant impact.

- It is recognised that there are a basket of performance measures associated with the placement stability of looked after children, number of moves and the length of their placement that will necessitate close monitoring during 2010/11 to ensure performance does not dip.

- Oldham has experienced a decline in performance since last year in respect of child protection plans that last two years or more. Oldham is now performing slightly worse than the statistical neighbour average as well as the national average. The reasons for plans lasting more than two years are however collected and documented, and all cases are regularly reviewed through the review process and in supervision for independent review officers.

Agreed ‘Stay Safe’ Improvement Priorities 2010/11

1. Ensure all partners continue to work together to safeguard children and young people through robust and integrated safeguarding arrangements

2. Ensure children and young people are kept safe from bullying

3. Ensure vulnerable groups of children and young people are appropriately protected
Enjoy and Achieve Progress Report 2009/10

What we said we would do?

We would work together and with children, young people and families to improve achievement and progression at all key stages and narrow the attainment gaps between our most disadvantaged communities and population as a whole.

Key performance achievements 2009/10

- Oldham has seen improvements in KS1 achievement in English and Maths. During 2009/10, KS2 achievement in English and Maths amongst BME (Black Minority Ethnic) children has also improved when compared to 2008/09 figures.
- Oldham has seen improvements in the number of children achieving 5 A*-C grades at KS4 in English and Maths. Oldham is now performing relatively well, it is second of its statistical neighbours in Greater Manchester and is second for GCSE results overall.
- During 2009/10 Oldham has closed the achievement gap between pupils eligible for Free School Meals (FSM) and their peers achieving the expected level at KS4. Oldham is now performing in line with the statistical neighbour average and the national average.
- Oldham has reduced secondary school persistent absence rate during 2009/10 and is now performing in line with the statistical neighbour average. Ongoing differences between national and local variations are mainly due to Oldham having much higher rates of absence due to Religious Observance and Extended Leave.

Snapshot of activity and outcomes 2009/10

In April 2009, Oldham was entering a particularly turbulent time in its schools. Standards of attainment at key stage 4 and for specific groups in KS1 and 2 were not satisfactory. The Building Schools for the Future (BSF) programme to create three new academies and refurbish much of the secondary school stock would, of necessity, place at risk standards in schools. Fragile standards and increased disturbance in the system put sustained improvement in jeopardy. As such a Performance Improvement Plan (PIP) was formulated to focus on the immediate actions needed to be taken to make rapid improvements, to provide a firm basis for future improvements and maintain standards throughout the period of change. The following bullets summarise the actions taken and outcomes achieved during 2009/10.

- As a result of the additional funds secured from Greater Manchester Challenge and a renewed focus on the challenge aspect of the School Improvement Partner (SIP) role, Oldham’s School Improvement Service now has a clear differentiated support and challenge policy and process. An external consultant was commissioned to devise a SIP handbook setting out the expectations and challenges demanded from
the SIP process. This has been worked on with schools and now clearly articulates the standards and aspirations for all schools in the borough. Whilst it is acknowledged that there is still more work to do on the processes and systems to make sure that the feedback loops are short, robust and that the level of support and challenge is appropriate, the baseline from which to work has been set. One example of the SIP process becoming more effective is that every primary and secondary school which is a cause for concern now has a raising of achievement plan (RAP) and a school improvement board process to continually challenge and support improvement. The RAP is an all encompassing plan of the support which the school is receiving from all external sources and targeted on improvement. It is positive to note that all secondary schools are on track to at least reach their published targets. Primary schools causing concern also have a RAP and this process is now beginning to develop the same rigour as is currently applied to outcomes at KS4. A future restructure of the school improvement and the reallocation and strengthening of SIP’s will also secure further robustness of the challenge and support process.

- As a consequence of work undertaken during 2009/10, there is now a richer, more detailed collection and analysis of educational attainment data which has allowed better targeting of funds and greater capacity of the school improvement partners (SIPs) to challenge underperformance. The data and information sent to schools for target setting has been of a high quality based on feedback from SIPs who work across other authorities and schools themselves. Data collection however needs to be constantly under review and re-evaluation, and will therefore form an important area of further development in 2010/11.

- Over the last 12 months, the leadership of Early Years has been clarified and additional capacity brought in to support the actions in the PIP. The team has been restructured; the Child Development Officers are now part of the School Improvement Team. The impact of these changes has been the utilisation of the experience and expertise which the School Improvement team has in challenge and support, working within Ofsted guidance and frameworks and bringing it to bear on Early Years provision. A clear protocol for alerts, evidence and response has also now been devised. Equally a thorough plan now exists which identifies agreed priorities and the processes for monitoring and evaluating the impact of early years provision and there is an agreed strategy and process to offer support and challenge to all providers. A review of early years funding has also led to clear service level agreements (SLA) which outline expectations from all partners.

- A range of programmes to support children’s learning in the early years have been implemented during 2009/10. For example, a focus group of 2 year olds were identified in 30 nursery/foundation stage units in Private, Voluntary and Independent (PVI) and maintained settings and over the last 12 months have been supported through high quality provision and tracking. Whilst outcome judgements will be made in 2011 as this is a two year project and data is collected termly, the workforce in the maintained and non maintained sectors is already reporting a greater knowledge and understanding of the acquisition of early language and how this can be supported. Similarly as part of the drive to support children’s Personal, Social and Emotional Development/Social and Emotional Aspects of Development (PSED/SEAD), 10 new settings have been engaged in Forest School projects in 2009-10. From the 3 schools carrying out Forest School with a level 3 leader, 100% of children involved had improved outcomes at Foundation Stage Profile in July 2009. Data analysis also showed that boys participating in the Forest School project experienced a greater rate of improvement in attainment than their peers who were not engaged.

- As a result of clearly identifying needs and analysing the funding streams available to support primary school pupils’ learning, better co-ordination of initiatives has now resulted. Using the aegis of Greater Manchester challenge (GMC) keys to success schools, the every child suite of initiatives and finally the World Class Primaries programme, primary schools are now effectively grouped for support and challenge.
Schools receive the programmes they have negotiated and agreed and all schools are in the appropriate programmes rather than only those who put themselves forward. Moderation of outcomes takes place in line with Qualifications and Curriculum Development Agency (QCDA) guidelines and at KS1, Oldham's practice has been evaluated as secure and no further monitoring will take place from QCDA. Transition into year 1 is also now a managed process and the sharing of data and assessment information ensures learning is not disrupted.

- During 2009/10, the “Achievement for All” programme has been the main vehicle for the delivery of improved attainment of underperforming groups. The launch, conferences and follow up work with schools will improve the system’s capacity to respond to the needs of pupils and support the improvement in their attainment. However, any evaluation of the project will not be undertaken until August 2011 when the first cohorts of pupils to have benefited from the whole programme will be assessed. As a result of the activity in the PIP, all performance data and target setting is also now analysed in vulnerable cohort detail. The local authority is also working on greater rigour in the service level agreements with providers and resourced provision in particular which focus specifically on attainment outcomes. Ensuring that inclusion is systemic and not dependent on individual views, is being undertaken through the inclusion standard work and will require ongoing redrafting and implementation to secure its adoption across all learner provision.

- In respect of addressing the educational needs of looked after children, various targeted interventions have been introduced during 2009/10. These include delivery of the Virtual School, targeted assessment and therapeutic work delivered through the Lifechances team to involve and empower looked after children in assessing and meeting their additional educational needs and a wide range of targeted activities and interventions aimed at ensuring that looked after children are engaged and enjoy their learning. Examples include the Early Intervention Horizons Project run in conjunction with Youth Offending Service for looked after children at risk of offending and the Challenge4Change project run in collaboration with Study Support at Laticzone for looked after children at risk of becoming NEET (not in education, employment or training). Feedback received from looked after children engaged in these initiatives during 2009/10 has been generally positive and there have been clear indications of raised aspirations and enjoyment for learning. The fact that attendance rates amongst looked after children has improved, and exclusion rates amongst this cohort has declined during 2009/10 also suggests that these pupils have been more engaged in their learning in comparison to the previous year. The development of a forum for designated teachers for looked after children and governing bodies of schools during 2009/10 has also been very well received and is now regularly attended by 60+ attendees. This forum, run on a termly basis, provides designated teachers and school governors with advice and guidance on their statutory role and responsibilities and how to best to manage looked after children’s educational, behaviour, social and emotional needs in schools. Against this backdrop, it is however recognised that further work needs to take place during 2010/11 in order to really secure improved educational outcomes at all levels amongst looked after children in Oldham.

- As a result of identified need and actions through the PIP over the last 12 months, the Inclusion Strategy for children and young people with learning difficulties and disabilities is now on course to be fully implemented by September 2010. The delegation of additional needs funding has been reviewed and a new formula has been put in place from the 2010 financial year. This work was led by the experienced Special Educational Needs (SEN) specialist brought in through Greater Manchester Challenge funding and the formula devised in collaboration with partner heads. A further proposal for the delegation of the first 15 hours of additional funding has also now been agreed. It is anticipated that the delegation of the first 15 hours of support will relieve pressure on the statementing process within the borough and ensure that statements are written in a timely fashion and meet deadlines. Evaluation of the impact on outcome for children will need to be secured in the new PIP
2010/11 but there is early evidence that the change in the way funding was allocated in 2009/10 has already increased flexibility for schools in the funding use and enabled it to be more responsive in the way it can be used to meet children’s needs.

- Additional expertise and resource in order to support children and young people with SEN has also been used to audit the resourced provision currently attached to mainstream schools. As a result, the authority now has a baseline of assessment of the provision from which to review and adjust in the light of changing needs, new BSF builds and the diverse estate of secondary schools. As a result of the more focused analysis of need, a major refurbishment of Kingfisher Special School is underway which will increase its capacity and upgrade the learning environment for pupils with moderate and complex needs in Oldham. SEN specific advice and support is equally being provided to schools in not only developing provision but tracking and monitoring progress effectively. This resource is targeted on Early Years and mainstream school provision. As a result, there is now better understanding about the levels of attainment of students with additional needs, as well as a developing repertoire of interventions to support pupils in mainstream provision.

- In order to drive forward improvements in the attainment of black and minority ethnic students in Oldham, active work has taken place during 2009/10 to ensure the Raising Educational Ethnic Minority Achievement Project (REEMAP) has been put back on track. This programme is now being managed by a school improvement rather the Building for Schools (BSF) programme. The project has been agreed with the provider and contract drawn up, and key performance measures have been included in the contract, as well as agreement that payment for the project will be phased and that there will be a monthly monitoring of risks. In addition to the appointment of a manager, a team of administrators and mentors, premises for student meetings have also been agreed (free of charge) at Oldham College (May – September) and the use University accommodation thereafter. The first student cohort recruited for the start of summer term is 25 students and this cohort has been widened to include those students whose reluctant engagement with learning put them at risk of not achieving at KS4. It has been agreed that for each cohort of 25 students, some of whom will be from schools participating in Accelerate (the Narrowing the Gap Project), REEMAP will deliver over the next 12 months 20 Saturday seminars covering the strands of: academic excellence; personal development; community involvement and citizenship. These seminars will be delivered by Programme Leaders with the help of undergraduate Student Ambassadors. Anticipated outcomes for the cohort of students will be enhanced GCSE attainment and increased progression into post-16 learning.

- On the basis there is a link between attendance and attainment (for example local research showed that 58% of pupils with 95% + attendance achieved 5 + A*-C GCSEs, whilst on 16% of pupils with 75% to 80% attendance gained the same level), targeted work has taken place during 2009/10 to ensure time lost to learning has been reduced through improving attendance and reducing fixed term and permanent exclusion. Activity has included establishing a new secondary Behaviour & Attendance Partnership (a model which Primary schools are now using to support their work with challenging pupils); providing behaviour and attendance support with targeted work with Behaviour Challenge Schools; implementing the social and emotional aspects of learning (SEAL) programme across all schools; providing support for schools, including professional development and building capacity, through Behaviour & Attendance and SEAL networks for school staff; and providing advice and support to Spring Brook outreach for children with challenging behaviour and day 6 provision for permanent exclusions. Key outcomes for 2009/10, particularly amongst vulnerable groups, include:
  - Attendance of Looked After Children in Autumn Term 2009 was 84.06% compared to 83.45% in Autumn 2008;
School Attendance and Improvement Service interventions for Looked After Children totalled 232 in 2007/08 and this rose to 517 interventions in 2008/09;

- Looked After Children exclusions reduced to 20 fixed term exclusions and one permanent exclusion between April 2009 and March 2010 compared to 34 fixed term exclusions and 4 permanent exclusions in the same period 2008/9;
- Permanent exclusions of children with special educational needs (SEN) reduced by 17.7%. Between April 2009 to March 2010 21 SEN children were permanently excluded compared to 57 SEN children in the same period 2008/9;
- The overall rate of SEN fixed terms exclusions as % of total has remained the same but the number of SEN children with fixed terms exclusions has reduced by 217 in 2009/10 in comparison to the previous academic year;
- The total number of permanent exclusions for the same period has reduced by 49 pupils (i.e. by 43%) and the total number of fixed term exclusions has reduced by 901 pupils (i.e. by 38%); and
- 60% of secondary schools now judged good or better standards of behaviour by Ofsted

In order to secure continued improvements in children and young people’s social and emotional skills and remove barriers to learning, a new SEBD (social emotional behavioural difficulties) school is also planned as part of the Building Schools for the Future programme. Additional resource outside the Greater Manchester Challenge funding has been used during 2009/10 to commission the writing of the strategy for change documents and the education brief. The local authority has also put out to tender for the running of the school. All of the above processes are underway and they will be completed within the allocated timescales. As a result of and integral to the writing of the education brief, a major review of the continuum of provision will be undertaken. It will be necessary to review the short stay school and its working in the new order. A pilot programme established with the primary SEBD School is also informing the developing practice around flexible and tailored provision for children with statements relating to behaviour. Additionally, developing practice in mainstream schools will be part of the work of the new SEBD School in order to secure early intervention and prevention.

Oldham’s Integrated Youth Service has also worked extensively, and alongside schools, over the last 12 months to drive forward new and existing initiatives to support and improve pupil outcomes and raise achievement. For example, the Outdoor & Environmental Education Service (OEES) has introduced approximately 10,000 young people to health promoting activities in the outdoors intended to develop self esteem, teamwork building and communication skills to keep young people positively engaged with education. In a survey of recent attendees, out of 231 students interviewed 93.6% said they had learned something new and 74.5% felt the experiences would help with their school work. In 2009/10, Oldham’s OEES in fact received the highest rating on the annual survey of Oldham schools conducted by the Audit Commission, with 87% of teachers rating the input as Excellent or Good. Oldham’s Integrated Youth Service has also offered the Playing for Success (PfS) Programme to 720 young people, as well as delivered the ‘Double Club’ to offer an alternative curriculum opportunity within school. ‘Double Club’ is an innovative education and football programme, which offers a range of subjects and has modules such as, Literacy, Numeracy and Healthy Living sessions which are combined with a parallel programme of football coaching. The modules are aimed at pupils not quite achieving at Key Stages 2 and 3 and within the last academic year 6 schools have benefited from the programme with 135 young people involved with a total of 1,131 visits.

Running concurrently with all of the activities and interventions outlined above, a range of initiatives to improve parent/ carers ability to support their children’s learning have equally been implemented. For example, Oldham Lifelong Learning Service (OLLS) has increased the
family learning provision during 2009-2010 and to date over 1,000 families have benefited from being engaged in learning opportunities. This has raised the attainment of adults and improved their ability to support their children’s learning. The quality of the provision and the impact that family learning has on the well-being of families was recognised as Outstanding by Ofsted in June 09 and OLLS is now a Beacon provider sharing this good practice nationally. Similarly 64 families with vulnerable children under 5, identified through 4 of Oldham Children’s Centres, have been invited to participate in the Raising Early Attainment in Literacy (REAL) project. All families accepted and are now receiving support for the development of early literacy skills in children and increased knowledge and confidence of parents. The REAL project is a 3 year project targeting specific families for one year with a child in the year before the child enters Reception. Statistical information gathered includes a baseline in January 2010 of each parent’s confidence and knowledge; this will be reassessed in June 2010 and a celebration event is planned for 24th June 2010.

**Key Performance Challenges 2009/10**

- Oldham has experienced a decline in performance in narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest since last year. Oldham is also performing worse than statistical neighbours and the national average in respect of achievement of at least 78 points across the Early Years Foundation Stage. There will be a sharp focus on improvement in this area during 2010/11.
- Although the headline figures show improvement in attainment overall there are significant challenges in closing the gap between the performance of vulnerable groups and the population as a whole; particular gaps are between free schools meals and non free school meals; looked after children and those with additional needs feature too often in underperforming groups. Securing a robust baseline of individual school performance to ensure support and intervention are used early and decisively to prevent underperformance of students will be a priority in 2010/11.

**Agreed ‘Enjoy & Achieve’ Improvement Priorities for 2010/11**

1. Narrow the gap in educational achievement at all key stages and between vulnerable groups of children and young people
2. Tackle behavioural and attendance challenges in schools and ensure a cohesive framework is in place
3. Raise standards in all Early Years Settings
Make a Positive Contribution Progress Report 2009/10

What we said we would do?

We would work together and with children, young people and families to reduce the number of young people who engage in risk-taking behaviour.

Key performance achievements 2009/10

- Oldham has continued to experience a fall in teenage conceptions. The baseline set in 1998 was 66.1 (15-17 year old females per 1,000). By 2008 (the latest available data) the rate had reduced to 40.8 in Oldham. This equates to Oldham seeing an overall reduction of 38% since 1998 which is the seventh highest reduction in England.

- Oldham has seen significant improvements in performance in respect of the substance misuse of children and young people. In 2009, the Tellus 4 survey of young people in schools indicated that 7.6% of young people admitted to using substances compared with 11.7% in 2008. This equates to a reduction of 35%, the fourth highest reduction in England and the second highest improvement in the region.

- In 2009, the Tellus 4 survey of young people in schools also showed a remarkable increase in the number of young people participating in positive activities in Oldham. The increase of 14.1% ensured that Oldham has significantly exceeded our target. Oldham’s performance is significantly better than the statistical neighbour average and the national average, securing in fact the third highest increase in England.

- Oldham has seen a 28% reduction in anti-social behaviour for the summer period of 2009 based on comparison of the same period in 2008. Through the Passport to Summer programme a coordinated universal offer was established and singly marketed. In addition analysis of areas, days and specific times that were showing concern were identified and a targeted programme of positive activities was established.

Snapshot of activity and outcomes 2009/10

- The continued downward trend in reductions in teenage conceptions in Oldham has been achieved in part by the provision of readily accessible contraception services and the provision of specialist midwifery services and post natal services to prevent subsequent pregnancies. Over the last 12 months, Oldham has continued to make improvements to universal Personal, Social and Health Education (PSHE) in schools and colleges supported by the Healthy Schools strategy. Vulnerable groups have been targeted via peer education and direct access to specialist sexual health services. The ongoing training of professionals who are in regular contact with young people ensures consistent advice on sexual health and relationships are maintained. With respect to improving the sexual health of young people more broadly, 46 out of the 53 registered practices in Oldham have now signed up to deliver Chlamydia screening as a Local Enhanced Service. As a consequence, screening performance across all practices has increased from 25 screens carried out in September 2009 to 121 recorded in March 2010. The Appointment of a GP clinical champion to support screening activity in practices across Oldham has resulted in
the number of Chlamydia screens increasing from an average of 1 screen per month in Quarter 1 2009-10 to 39 screens per month in Quarter 4. 14 pharmacies that are registered to deliver the new Local Enhanced Service have agreed to routinely offer Chlamydia screening to all clients seen by the service within age group from December 2009. Awareness raising through broader health and safety initiatives for young people have also been delivered during the last 12 months. For example the week long ‘Be Healthy, Be Safe’ campaign operated in the town centre in December resulted in a significant increase in Chlamydia screening uptake

- In 2009/10, Oldham has taken targeted action to reduce substance misuse amongst young people with positive outcomes now evident through Tellus 4 survey results which indicate Oldham now compares favourably to both Greater Manchester and national averages in this area. To a large extent this has been achieved through the Young People’s Substance Misuse Strategy being revised during 2009-10 and refocusing on improvements to universal Personal, Social and Health Education in schools and colleges supported by the Healthy Schools strategy; the intelligent targeting of vulnerable groups to provide information and advice; and the training of professionals who are in regular contact with young people to improve their assessment skills and referral mechanisms. This approach mirrors action undertaken to drive forward improvements in respect of teenage pregnancy over the past few years. Improvements in referral pathways from specialist services (in particular social care and youth crime prevention and offending services) into Oldham’s young people substance treatment service have also been strengthened in 2009/10, with increased percentages of young people with successful treatment episodes and closures now apparent. Support services for children and young people affected by substance misuse (parents or siblings) have also been further embedded into practice. Children and young people now feature as a key theme within the draft borough-wide Alcohol Strategy, and that it is informed in part by the recommendations from the Government’s Chief Medical Officer on Under Age Drinking. In 2009/10, Oldham’s Drug and Alcohol Action Team (DAAT) commissioned an in-depth Needs Assessment to identify met and unmet need for children, young people and their families, as well as a report into how Oldham is addressing Hidden Harm with regard to safeguarding children and young people, i.e. with regard to both their emerging substance misuse and also the substance misuse of their parents and significant others. Recommendations have been considered and are now an integral part of Oldham’s Young People’s Substance Misuse Treatment Plan for 2010-11.

- The provision of the statutory Youth Offending Service (YOS) with its key aims of successful supervision of young people aged 10-17 subject to community or custodial sentences have been crucial to reducing the number of first-time entrants to the youth justice system. During 2009/10, the service has focused on assessing risk and ensuring interventions with young offenders are proportionate to that risk; implementing programmes which address offending behaviour; and engaging young offenders in reparation including “Community Payback. For example, during 2009/10, all first time entrants subject to non-court disposals (Police Reprimands and Final Warnings) have been subject to a “mini-Asset” assessment to determine risk of future offending and, where appropriate, have been referred into Integrated Youth Crime Prevention Project (IYCPP) and other targeted services. The Challenge & Support Team (CAST) which comprises of police officers and youth engagement and support workers has managed interventions with young people subject to warning letters related to anti-social behaviour during 2009/10, as well as carried out 12 “Operation Staysafe” activities throughout the year timed to coincide with school holidays and festivals etc. Looking ahead, Oldham Children’s Trust does however recognise the possible introduction of Youth Restorative Disposals (which have been piloted in certain GMP areas due to be rolled out across the force) coupled with triage activity in custody suites, has the
real potential to further divert young people away from pre-court disposals (and therefore first time entrants) through restorative justice and reparation involving victims. Oldham Children’s Trust partners will therefore actively seek to pursue such opportunities in 2010/11.

In respect of tackling the specific issue of re-offending amongst young offenders, the YOS has undertaken an extensive recruitment campaign during 2009/10 to secure a full cadre of NVQ 4 qualified staff from a range of appropriate professional backgrounds. This will ensure all young people subject to post-court disposals will now be case managed by appropriately qualified staff. Over the last 12 months, the service has also developed an “interventions toolkit”, a multi-agency pathway plan, and through developing individual plans for each young person, has aimed to integrate young offenders into mainstream positive activities provision wherever possible. The fact that the YOS is also now an integral part of Oldham’s Targeted Youth Support Service (i.e. Positive Steps Oldham), ensures that all YOS clients receive a prioritised service from a range of co-located agencies providing specialist support such as Health, Connexions, young peoples substance misuse service, housing advocacy and homelessness services. This co-location has been an important factor in securing local improvements in the percentage of young offenders with access to suitable accommodation in 2009/10, as well as ongoing activity undertaken to engage this client group in suitable education, employment or training. Whilst direction of travel is fair with a modest reduction, Oldham Children’s Trust does however recognise it still needs to move closer to the re-offending rates of its statistical neighbours over the next 12 months.

• Throughout 2009/10, a wide range of Children’s Trust partners have provided a range of universal and targeted programmes designed to engage young people in positive activities and reduce offending and anti-social behaviour. Most notable was the highly successful Passport to Summer programme in 2009 which saw over 1200 individual activities being offered to children and young people during the Summer period. This comprehensive and fully integrated programme of activities for children and young people included positive activities such as sport, youth work, arts and drama to name a few on offer. The programme was a huge success due to the ‘buy in’ of key services and providers resulting in a 28% reduction in anti-social behaviour for the Summer period of 2009 in comparison to the same period in 2008. This has now extended to the Go! Oldham campaign which is a year round brand which presents a single portal for providing and accessing information about activity and services for children and young people. A weekly partnership meeting has been established to support the development of Go! Oldham bringing together a full range of representatives including the street based workers from IYS, the Police, Challenge and Support Team, and Community Safety Services. The partnership meet on a weekly basis to share intelligence, access weekly Greater Manchester Police ‘hot spot’ intelligence and analysis and use this jointly to plan the deployment of resources. In 2009, an additional focus on Friday and Saturday evening activities was introduced across Oldham in line with national policy guidance and has been very well received and welcomed by young people.

• In order to encourage children and young people from diverse backgrounds to come together, to develop positive relationships and reduce the likelihood of hostile/racist behaviours, over the last 12 months a range of programmes have been delivered with this particular focus in mind. For example during 2009/10, the Linking Project involved children from primary schools across Oldham in a range of activities to build better understanding and develop positive relationships. Children’s responses and evaluations of this project have shown a better understanding and a more positive response to those who are different from themselves. Similarly the Shared Future Project involved Year 11 students from secondary schools in ‘Dealing with Difference’ programmes designed to challenge young people’s perceptions of themselves and others; to develop leadership and facilitation skills in order to positively influence their peers. During 2009/10, 140 Yr 11
students took part in ‘Dealing with Difference’ workshops/residential, 10 young people trained in inter-cultural dialogue facilitation skills and evaluations from participants rated the project as 100% good or excellent.

- With regards to ensuring young carers from 5 to 19 years old in Oldham have had the opportunity and time to engage in sporting & fun activities, as well as have access to a ‘significant’ adult to advise in areas of health, personal hygiene and provide good counsel, Oldham Children’s Trust has commissioned a Young Carers Project that is delivered through Positive Steps Oldham. This project has ensured all young carers have been allocated key workers to take responsibility for regular reviews and providing support, as well as ensured all schools have allocated key workers to be responsible for liaison, support and advice for young carers within schools. Mechanisms have been set up to ensure all young carers have had access to a trained counsellor within the young carers team. In order to address some of the specific issues that young carers are dealing with, such as mental health, substance misuse, domestic abuse, housing, bereavement etc, young carers have been proactively ‘targeted’ and supported during 2009/10. Oldham’s Young Carers Project is currently in contact with over 400 young carers and provides bespoke support to meet and match varying levels of needs, some of whom may only want minimum support and some may need extensive support over a period of time. One of the continuous aims of the project is to raise the public awareness of young carers and their lives at all levels. These range from people learning about the work of the project and volunteering their time to the project. Key achievements over the last 12 months include the Young Carers Project being chosen as The Mayor's Charity for 2009/2010 and an extensive amount of local and national attention being raised about young carers in Oldham and the work of the project.

- In recognition that all children and young people should be able to enjoy a range of safe and exciting places to play close to where they live, Oldham’s Play Partnership has been further broadened in 2009/10 and has now become firmly established as the central driver of the cross-cutting play agenda in Oldham, responsible for implementation of the Play and Free-time Strategy 2008-11. During 2010/11 the Play Partnership will further support the development of excellent facilities and opportunities for outdoor play and recreation and produce a new strategy in line with national requirements. A Playday event held in 2009 in one of Oldham's local parks as part of the National Playday celebrations particularly highlighted the value of play in the lives of individual children in Oldham and in the life of the community. This event attracted an estimated 400 children, plus parents/carers, and provided children with opportunities for play to support their social, physical, intellectual, creative and emotional development through a wide range of activities, including a world music workshop, marshmallow toasting over hot coals and even some rocket science. The event was open access, free entry and the activities were freely chosen. Over the last 12 months, children and families, including those with disabilities, have equally been engaged in consultation events for both Adventures in Play and Playbuilder capital projects taking place across Oldham. Children and families have been given opportunities to design and shape play space to meet the needs of their local community. Consultation took place around specific items of play equipment to ensure play areas in Oldham are fully inclusive, accessible, and engaging for all local children and young people, including disabled children and children from minority ethnic groups. Feedback from this consultation activity will be used by Children’s Trust partners during 2010/11 to inform the planning for the next stage of the capital play projects.
Key Performance Challenges 2009/10

- Oldham has seen a decline in performance in respect of the percentage of young people within the youth justice system receiving a conviction in court who are sentenced to custody. Whilst small volumes do cause significant percentage swings, Oldham’s Children’s Trust, via the Youth Justice Management Board has agreed that this measure should now be subject to a “deep dive” exercise to better understand why the custody rates in Oldham remain high.

- Whilst Oldham has seen a 5% reduction in re-offending between 2008/09 and 2009/10, Oldham recognises that it still needs to move closer to the re-offending rates of its statistical neighbours over the next 12 months.

Agreed ‘Make a Positive Contribution’ Improvement Priorities 2010/11

1. Reduce numbers of first-time entrants into the youth justice system, rates of re-offending and the number of young people sentenced to custody who receive a conviction in court

2. Maintain and increase the numbers of young people participating in positive activities, and support the development of excellent facilities and opportunities for centre-based and outdoor play and recreation
Achieve Economic Wellbeing Progress Report 2009/10

What we said we would do?

We would work together and with children, young people and families to continue to increase the number of 16-19 year old young people in employment, education or training and address the high levels of child poverty within the borough by tackling worklessness.

Key performance achievements 2009/10

- Oldham has reduced the inequality gap in the achievement of a Level 3 qualification by the age of 19 between those in receipt of Free School Meals and their peers. This has reduced from 16.5% in 2007 to 13% in 2008/9 and this figure is significantly below the national average of 24.6%

- In 2009, Oldham saw A-level results across Oldham move closer to national norms and experienced a significant improvement in post 16 participation in the physical sciences (i.e. A-level Chemistry and A-level Maths) - Oldham is now performing significantly better than the statistical neighbour average in this regard

- Applications to UCAS (Universities & Colleges Admissions Service) continue to increase with 1,131 young people in Oldham making applications in 2008

- Over 91% of young people are progressing into learning post-16 at school sixth forms, sixth form colleges, further education colleges, apprenticeships, other work-based learning and quality jobs with training

- In 2009/10, Oldham compared favourably with its statistical neighbours in respect of the percentage of young people aged 16-18 who are not in education, employment and training (EET). The LAA target of 6.2%, originating in 2005, was set before the recent economic downturn, and has been very challenging to achieve. Nonetheless an outcome of 7.2% was achieved (quarterly average for November 2009 to January 2010) and this was the lowest rate amongst Oldham's statistical neighbours where the average was 9.2%

- Oldham has increased the take up of formal childcare by low income working families accessing the childcare element of the working tax credit. In 2009 20.4% of low income families in Oldham accessed the childcare element of the working tax credit. This is 2.1% above the national average of 18.3%

- Two (Phase 3) Children’s Centres achieved formal designation during March 2010 in line with agreed Department for Children Schools and Families (DCSF) requirements, and a lead agency has now been appointed following a competitive tendering process
Snapshot of activity and outcomes 2009/10

- On the 1st April 2010 a number of statutory duties passed from the Learning and Skills Council (LSC) to the Local Authority. As such Oldham Council is now responsible for the planning and commissioning of 16-19 provision at a local level including Learners with Learning Difficulty and/or Disability (to age 25) and young offenders. To support this work a team of 5 transferred from the LSC into the local authority during early 2010. This has been a smooth transfer with all human resource, pay and conditions issue resolved. Staff are currently installed at the Centre for Professional Development in Oldham, this is still an interim arrangement to be reviewed towards the end of the year when the business cycle is underway and there is more evidence to inform decisions and in the light of any changing responsibilities. Necessary equipment has been provided from the transfer grant.

- During 2009/10, Oldham’s Local Learning Partnership (OLLP) formally took on the role of the 14-19 strategic partnership. It now has delegated a sub group entitled the 14 -19 Strategy and Advisory Group to carry out the detailed work on analysis of need, commissioning of places, monitoring of the 14 – 19 plan and evaluation of outcomes to inform the OLLP. The group meets in synchronisation with the OLLP and the 16 -19 Strategic Team Lead now chairs this group.

- Oldham’s representation at sub regional level is secure at all levels, including executive, elected members and at Associate Assistant Director (AAD) level. The AAD sits on the Sub Regional 14 – 19 Operational Group which meets monthly. The purpose of the Operational Group is to advise the AGMA sub regional groups on the needs of the student cohort, commissioning proposals and emerging provision issues. The provision of apprenticeship places will also now be done at a sub regional level.

- The Oldham Work Based Learning (WBL) Provider Network reformed in October 2009. The main aim of this group is to provide, manage and shape apprenticeship provision across the Oldham borough adopting a Partnership approach. The network extends its membership to all training providers who deliver or wish to apprenticeships to Oldham residents and employers. Currently the network consists of four providers, The Oldham College, Oldham Training Company (OTC), Rathbones and YMCA. Other providers have been invited to join through the Greater Manchester Provider Learning Network (GMPLN). In addition stakeholders attend all meeting including Connexions, National Apprenticeship Service, the GMPLN co-ordinator, and Oldham’s 14-19 Strategy Manager. The Network has representation on the Oldham Local Learning Partnership (OLLP), and its sub-groups; - OLLP Performance and Data, Participation and Progression, Curriculum Deputies to ensure that apprenticeship attains parity of esteem within the authorities 14-19 provision.

- Positive Steps Oldham (PSO), through its Connexions and Personal Social Health Education (PSHE) support functions, has developed its partnership agreements with secondary schools to ensure that the financial literacy element of the new Information, Advice & Guidance (IAG) standards is in place and organisational responsibility clearly defined. Particular attention has also been paid to young people undertaking NEET (Not in Education, Employment or Training) prevention programmes both pre and post 16.

- The richness of the curriculum offer at 14 is a significant factor in retaining students in learning and ensuring Oldham is primed for the raising of the participation age. As such:
  - Oldham has established Key Stage 4 collaborative provision which caters for over 600 young people who can access vocational provision with over 15 providers. The District Prospectus allows young people the opportunity to apply directly on line;
- a Diploma Gateway agreement and delivery plan is in place. Implementation of two Diplomas, Creative and Media and Construction and the Built Environment commenced in September 2008 and Engineering in 2009. Society, Health and Development, Business Administration and Finance, ICT, Public Services and Sport and Active Leisure are scheduled for 2010. The Partnership plans to submit further Gateway applications having reflected and identified current best practice; and
- the After Care Employability scheme was approved as an Award Scheme Development and Accreditation Network (ASDAN) centre to run accredited employability awards for looked after children and care leavers to gain qualifications in employability. Training and a forum for discussion is delivered centrally for school-based designated staff for looked after children via the Virtual School and the Life Chances Team.

- Post-16 educational provision in Oldham schools and colleges at A Level continues to be very strong in national terms and Oldham ranks 5th out of 89 local authorities for which data is gathered by Assessment and Learning in Practice Settings (ALPS) for its “value-added” measure for learners undertaking 2 or more A levels. Oldham is unique in having no post-16 providers in the bottom 25% of institutions using this measure, with Oldham Sixth Form College placed in the top 10% of all providers on which information is gathered. Academic achievement at 18 in most institutions is also above the national average.

- Throughout 2009/10, the Connexions Service delivered by Positive Steps Oldham has continued to provide high quality universal Information, Advice and Guidance Service (IAG) in schools and colleges to help young people make informed choices on Key Stage 4 subject decisions; key choices at the end of Year 11 and advice on higher education, training and work at 18 and 19. In addition to providing a universal IAG service to all 24,000 13-19 year olds in the area, Connexions has also targeted around 40% of its resources during 2009/10 in engaging and supporting around 2,500 vulnerable young people. For example, Connexions has worked alongside the co-located Youth Offending Service to ensure that young offenders both pre and post-16 are engaged in education, employment and training - a critical factor in reducing future offending. Similarly specialist personal adviser resources have been provided to care leavers, teenage parents and young people with Learning and/or other disabilities (LDD), including those with Social, emotional and behavioural difficulties, to support their entry into education, employment and training (EET). Targeted support to young people at key transition points has equally been provided, including through the provision of bespoke learning and engagement programmes for Year 10 and 11 pupils at risk of being NEET at 16. Key outcomes for Oldham in 2009/10 include:
  - the percentage of teenage parents in employment, education or training (EET) was 42.8%, compared with the national average of 26.2% and a local rate for the previous year of 38.3%;
  - the percentage of care leavers in EET was 47.4%, compared with the national rate of 45.9% and local rate for the previous year of 40.0%;
  - the percentage of young people with Learning and/or Other Disabilities in EET was 78.0%, compared with the national average of 75.3% and a local rate for the previous year of 71.3%;
  - the percentage of young offenders in employment, education or training (EET) was 78.2%, compared with the national average of 73.9% and a local rate for the previous year of 84.4%; and
  - in February 2008, ten wards had a NEET rate above the Borough average; following intensive targeting of these wards during 2009/10 - by February 2010 only five wards were above the Borough average.
• Over the last year, Oldham’s Integrated Youth Service has equally been proactive in supporting young people’s entry into wider learning and engagement programmes. For example, the successful launch and delivery of Leadership Academy project during 2009/10 resulted in 110 young people gaining a qualification in Year 1. The Academy, run in partnership with the School Sports Partnerships in Oldham, is designed to provide high quality, regular support, training and development for young people aged 14-19 that are committed to actively volunteering within their school and/or community setting in order to develop and grow them as young people and as leaders and volunteers of the future. Similarly the delivery of a borough wide Sports Leadership Programme across each of the 6 district areas in Oldham has enabled 77 young people to gain a recognised sports leadership qualification during 2009/10.

• In 2009, Oldham Children’s Trust partners were actively involved in a partnership-wide anti poverty strategy steering group. The membership of this group also included cross-party elected member representation, Assistant Executive Directors and officers from within Oldham Council, chief officers from Voluntary Action Oldham and the Citizens Advice Bureau as well as representatives from Oldham Housing Investment Partnership and Oldham Housing Strategy. The purpose of this group was to develop an anti poverty strategy that would serve as a ‘One Oldham’ response to poverty related issues in the borough. This work was completed in early February 2010. Oldham Children’s Trust is however now reflecting if further action is needed if the 2020 vision and targets now set in legislation in the Child Poverty Act 2010 are to be met.

• With respect to Oldham Children’s Trust commitment to address the high levels of child poverty within the borough by tackling worklessness, a multitude of activity has taken place. Below are some examples of the work that has been progressed by Children’s Trust partners during 2009/10 which have been focused on supporting families seeking education, employment or training:
  - Oldham Children’s Centres have delivered a networked offer support for families seeking work, clearly evolving around the needs of the ‘researched demographics’ of each Children Centre designated reach area. An agreement has been put in place between Job Centre Plus, Oldham Council’s Family Information Service and each Children’s Centre to deliver the employment element of the Children’s Centre core offer through closer partnership working at a local level. As a consequence, employment services are now offered at 16 children’s centres across Oldham to provide residents with local access to information, advice and guidance on training and employment opportunities in their local area and beyond.
  - 151 free early learning and childcare places have been funded across Oldham and subsequently accessed by a targeted population group of the 15% most disadvantaged families, identified via various indices of deprivation. As of September 2009, Oldham increased free entitlement to early education for 3 and 4 year olds from 12.5 hours to 15 hours per week. This offering was 12 months ahead of the former Department for Children, Schools and Families timeline and national implementation.
  - Oldham Children’s Centres have provided opportunities to support parents to take up training or go to work as part of an extension to the ‘two year old’ pilot. This has been achieved by offering a home support package to families whose children are participating in the ‘two year old’ pilot, encompassing a home learning environment and a wider parental support package for signposting, via Oldham’s Children’s centres, to other available services.
  - Oldham Children’s Trust partners have collaborated in the Future Jobs Fund scheme which started in January 2010 and will eventually see up to 500 opportunities created for young people aged 18 to 24 who have been unemployed for over nine months. For example, Oldham’s Integrated Youth Service has supported the appointment of 10 support workers and up to 19 trainee assistant sport and youth workers. Similarly Oldham Children’s Centres have identified posts within the children’s centres available to young people and are now
progressing recruiting to posts such as meet and greeters, activity workers and childcare workers. At present, 8 young people have been recruited to positions in Oldham’s children’s centres under this scheme, in the form of two greeters and 6 activity workers. As the Future Jobs Fund scheme is still in operation, Oldham Children’s Trust will continue to offer more opportunities to young people who are looking to get back into employment during 2010/11.

- Oldham Children’s Centres have been active partners in the Credit Crunch Road show events which were organised by Oldham’s multi-agency Credit Crunch Cabinet to provide advice and support to local residents on a wide range of topics on a walk-in basis to try and help people cope with what can often be the devastating effects of recession. Children’s Centre Outreach staff worked closely with other partner agencies and the community to raise awareness of various activities and information available to families across Oldham. For example, employment and training opportunities, financial benefits and entitlements. The subsequent result being an increase in calls to the Family Information Service relating to financial benefits and employment, as well as a decision to produce a practitioner handbook to assist frontline staff in advising Oldham residents on their eligibility for financial entitlements.

- In recognition of the fact that children and young people can be disadvantaged by economic circumstance, Oldham Integrated Youth Service – Extended Services team were actively involved during 2009/10 in piloting the Disadvantage Subsidy Grant (‘the Subsidy’) to help schools provide and commission an exciting range of activities for children and young people who are economically disadvantaged. The Subsidy was piloted in five extended service cluster groups, across 22 schools, and targeted children based on locally agreed criteria which included Looked After Children, Disability, postcode, and family hardship. The result being that children and young people who face financial or other disadvantage have been able to access a broader variety of activities over the last 12 months to support their learning and achievement (for example one to one music tuition, purchase of equipment to take part in clubs and trips and subscriptions for Brownies and Scouts). The subsidy has also allowed clusters of schools to pool the funding in order to extend and grow their range and variety of after school, weekend and holiday activity, as well as commission activities from other providers without fear of passing on the charges that may prevent some children from accessing extra curricular activities.

- On the basis that homelessness both causes and is caused by many other aspects of poverty and social exclusion, targeted work has also taken place during 2009/10 to prevent homelessness amongst young people. The focus in Oldham over the last few years has been upon ‘prevention’ measures, i.e. addressing problems early & identifying alternative courses of action before crisis point is reached. The result being that homelessness acceptances amongst 16/17 year olds reduced from 11.5% in 2008/9 to 0% in 2009/10. This does not mean however that there are no homeless 16/17 year olds in Oldham; it merely means that they have not been re-housed under homelessness legislation and alternative paths have instead been found or their homelessness has been prevented in some way. Below are a few examples of projects that have been progressed during 2009/10 which have been focused on preventing homelessness amongst young people:

- **Oldham Reconnect Service**
  The service aims to resolve some of the issues which result in young people becoming homeless. The service primarily receives referrals through the Housing Options Centre, Connexions and local colleges. A trained mediator works with young people and their families to negotiate a return home or a planned move into alternative accommodation. Since April 2009 the project has made contact with 106 young people and undertaken sustained work with 65 young people/families. The service reports that there have been 45 cases where homelessness has been prevented.
- **Oldham Nightstop**
  This scheme works alongside mediation and aims to recruit local householders who have a spare room and are willing to provide accommodation and support for a short period (2-3 nights) to young people who have become homeless. This accommodation can provide families with a ‘breathing space’ in which to work on their difficulties. Between April 2008 & March 2010, 44 Nightstop bed-nights were provided by Nightstop hosts which resulted in 27 young people NOT requiring hostel or B&B accommodation. This service provides an, often more appropriate and suitable, alternative to hostel or B&B accommodation.

- **Protocol in respect of 16 and 17 year old Children in Need and Young People Leaving Care**
  There is joint work currently ongoing between Housing Strategy, First Choice Homes Oldham (FCHO) and the After Care Service in respect of developing a joint working protocol to support homeless 16/17 year olds. Pilot arrangements for joint assessments of homeless 16/17 year olds are currently in place, including with the Youth Offending Service. The aim of this work is to ensure the Council provides streamlined pathway of advice, support & accommodation for 16/17 year olds who may be homeless.

- **Young People’s Homelessness Awareness Project**
  Oldham Theatre Workshop (OTW) has produced an interactive DVD and resource pack for use within local secondary schools in order to raise awareness of homelessness issues amongst young people in Year 10. Prior to the production of the DVD, theatre performances were delivered to 17 schools reaching approximately 900 teenagers aged 15-19.

As this shift in focus and services becoming more proactive rather than reactive has led to clear reductions in homelessness amongst young people over the last year, the priority will be to sustain these reductions by better education & increased awareness raising of the services available in 2010/11.

**Key Performance Challenges 2009/10**

- Although Oldham is currently performing better than its statistical neighbours in respect of 16 to 18 year olds who are not in Education, Employment or Training (NEET), Oldham’s performance over the last year has deteriorated and is now worse than the national average.

- Oldham has seen a significant decline in the take up of 14-19 learning diplomas during 2009/10. In addition, recruitment for September 2010 is significantly below the numbers predicted. Changes in Government policy have however now removed this as a local performance measure and central funding has been axed from elements of the diploma for 2010/11.

- Although Oldham is performing slightly better than statistical neighbour averages in respect of achievement of Level 2 and Level 3 qualifications at 19, Oldham’s is still performing worse than the national average.

- Retention in learning for 17 and 18 year olds is a challenge: for level 2 and level 3 at 19 the retention rate is 85.7% and 90.8% respectively. This is below the average for Greater Manchester as a whole.

- Attainment at the higher grades at GCSE and A levels is below national norms.
Agreed ‘Achieve Economic Well Being’ Improvement Priorities for 2010/11

1. Ensure all students have a rich, appropriate and relevant choice of pathways for 14 – 19 (25) learning

2. Continue to reduce the levels of young people not in education, employment or training, with a particular focus on 18 and 19 year olds

3. Ensure children and young people are not disadvantaged by poverty
Children’s Trust Management Progress Report 2009/10

The below progress report summarises what has been happening in the past year to ensure Oldham Children’s Trust has progressed and strengthened its approach to effective joint planning, commissioning and management of services for children, young people and families in Oldham.

Management Priority 1: Underpin Oldham Children’s Trust with strong governance arrangements

Activity and Outcomes 2009/10

A Children’s Trust ‘Challenge and Review’ workshop was held in May 2009 to encourage all partners to reflect on the current effectiveness of existing governance arrangements and identify where improvements were needed. A subsequent Children’s Trust ‘Away Day’ was then held in October 2009 to take some dedicated time to further reflect on how governance and management arrangements could actually be strengthened. Both these events resulted in a high-level commitment and enthusiasm to strengthen local arrangements amongst all partner agencies as well as develop a district working model for children’s services in Oldham. During 2009/10, the following activity and outcomes have also taken place:

- a revitalised Children’s Trust Board in operation since January 2010, working to strengthened terms of reference in line with new statutory requirements;
- a revised interagency framework for partnership working across Oldham Children’s Trust agreed and strategic/ tactical groups to drive forward the day to day business of Oldham Children’s Trust identified and mapped against specific work streams;
- Every Child Matters (ECM) Outcome Leads from across the newly formed Children and Young People Senior Management Team in the Council identified to focus on delivering improved outcomes for local children, young people and their families. Integrated Practice Leads have also been identified to ensure an integrated approach to planning, commissioning, processes and systems is in place across Oldham Children’s Trust, and Integrated Delivery Leads confirmed to drive forward the operational changes needed to improve integrated frontline delivery across children’s services in Oldham;
- there have been active discussions with the Oldham Partnership (i.e. Oldham’s Local Strategic Partnership) to ensure Oldham Children’s Trust is firmly positioned as a thematic block, responsible for informing the work of the Oldham Partnership as it relates to children, young people and families, and for identifying and championing children and young people’s interests within the process of agreeing and implementing targets in the Local Area Agreement (LAA). ECM Outcome Leads have also been connected into other relevant LSP thematic partnerships to ensure children and young people issues are also being fully integrated into those of the wider community; and
- work commenced on developing a Children’s Trust Memorandum of Understanding to capture the vision and pathway forward, and provide clarity about purpose, roles, responsibilities and governance and accountability arrangements across Oldham Children’s Trust as a whole. This was finalised in early 2010/11 and is attached at appendix 2 for information.
During 2009/10, Oldham Children’s Trust also utilised Area Based Grant monies to specifically fund a Third Sector Community Networker to sit within a restructured Alliance/Hub Team at Positive Steps Oldham to be responsible for ensuring effective voluntary and community sector (VCS) engagement in Oldham Children’s Trust. To date, key outcomes include:

- 76 VCS groups or organisations are now connected into the children and young people’s VCS Hub Network;
- 25 outreach support visits have been provided to VCS groups or organisations;
- a menu of support services have been developed for VCS groups, with 18 groups or organisations now having received a support plan and 20 groups or organisations having received direct safeguarding support;
- 3 VCS specific events have been hosted on ‘working with young people and the changing for children agenda’ at a local community level; and
- a website has been developed to support the Hub Network.

**Management Priority 2: Improve attainment opportunities for all**

**Activity and Outcomes 2009/10**

In last year’s CYPP Review/Refresh, Oldham Children’s Trust stated that as a management priority, it would ‘improve attainment opportunities for all’. By this it meant ensuring a smooth transition for the merging and moving secondary schools in 2010 and working with schools and partners to establish a community cohesion strategy, including a borough-wide Cohesion Compact. Achievements during 2009/10 include:

- All schools involved in Phase 1 of the BSF programme now have a detailed education brief, a strategy for change which has been agreed by the lead adviser and demonstrate how they are to make the most innovative use of the transformational buildings exemplified in the design briefs. Curriculum, staffing, timetabling, professional development and induction programmes into the new buildings have been outlined in their transition plans.
- Lessons learned from the Phase 1 schools are being utilised through established forums with the Phase 2 schools in order that the process is more sharply focused on the transformation of learning rather than merely building design. Phase 1 education briefs will be complete by July 2010. As a result, a revised transforming learning strategy, aligned with corporate objectives, is in train and will not only inform the future refurbishments and new builds but also the improvement pathway for each school once established.
- The revised ICT managed service is agreed but only as its working is underway will its true impact be able to be measured. The ICT Provider has yet to be appointed and will take place in July 2010. However, the impact of the enhanced ICT, its potential to engage, stimulate and enthuse learners will be more evident once the service has run one business cycle. There is a need to build in effective monitoring, evaluation and review of this element, it is critical to ensuring the most effective use and ongoing innovation of ICT in raising standards.
- The human resource work in transferring staff to academy terms and conditions has been completed, although this has not been without its difficulties. The staffing and management structures which have been adopted by the academies have been fully costed to ensure their sustainability. The academies will open fully staffed and able to deliver a rich curriculum to their students in September 2010.
- Admission arrangements for the new schools are clear and well publicised. The quality of information ensured that parents were well informed of their choices.
• All closing schools have had additional support through the school improvement board process. The focus has been to maintain standards through a period of turbulence. A parallel piece of work has been to ensure that the risk to the LA and the DSG is minimised by working towards a positive closing budget balance.

A Compact was agreed with the principal designates to support the work of community cohesion and a stakeholder group established to guide the work. Each academy has a community cohesion lead who has formulated the individual academy community cohesion plans. Activities which brought together the students, parents and staff from the amalgamating schools were developed with the sponsors and supported through the funding. Local authority services were also aligned to support community cohesion in each academy and BSF school.

**Management Priority 3: Involve and empower children, young people and parents/carers, and respond to their views**

**Activity and Outcomes 2009/10**

During 2009/10, children, young people and parents/carers across Oldham have been widely and actively engaged in decision making and fully involved in shaping services and plans. An overview of activity undertaken and outcomes achieved during 2009/10 in respect of children and young people’s participation is outlined below.

• A series of very well attended events have been delivered to actively involve young people in Local Democracy Week, including I’m a Councillor – Get Me out of Here, Youth Councillors Question Time and Oldham’s first Youth Voice Event. Positive outcomes include I’m a Councillor - get me out of here having 267 young people participating (i.e. 3rd highest participation rate nationally) and 1105 questions being asked to the 5 participating councillors (NB. this placed Oldham 1st nationally). Equally the Youth Voice Event brought together 152 young people aged 11+ from across Oldham’s school councils to work together to identify their priorities and concerns under the ECM themes. 100% of participants said they enjoyed the event; 92% felt their views and opinions matter to the decision makers in Oldham; 98% felt they had been listened to; and 92% felt they understood how they can influence services in their districts and in Oldham.

• An extremely important development for young people within Oldham 2009/10 saw Oldham’s first Youth Mayor being appointed, whose role is to advocate on behalf of young people and represent young peoples views in a variety of civic engagements. This has been received extremely well by all sectors of the community including local business leaders and has significantly raised the profile of young people and their contributions they can offer as individuals. With regards to ensuring children and young people in Oldham have had opportunities to understand at first hand the way in which local democracy works, 2 young people have also been given the opportunity to participate in the ‘youth of today’ (i.e. councillor shadowing programme) during 2009/10 shadowing the Leader of the Council and the Cabinet Member of Children, Young People and Families in Oldham.

• District Youth Forums have been established in each District Partnership area to enable young people to be actively involved in local decision making. These developments have engaged over 100 young people, with 60 young people recently attending a residential that focused on action planning and training. Extended services cluster children’s councils have also been set up in districts to provide a specific forum for children to also be actively involved in assessing the area they live in and planning delivery of activities.
In respect of specific engagement and participation work with looked after children in Oldham, a Children in Care (CIC) Council Constitution has now been developed, with a Chair, Vice Chair and Treasurer allocated and a bank account set up to enable looked after children to own their participation and engagement agenda. Attendance of looked after children in the CIC Council has increased, with 27 children and young people now attending from across residential, foster care and after care, from the ages of 6 – 20 years, and different ethnic backgrounds, i.e. dual heritage, white British and Bangladeshi. Involvement in the Corporate Parenting Panel has also provided young people who are in care to the council with an opportunity for consistent and continuous dialogue with senior managers and councillors to ensure that real life issues are addressed and service improvements are made. During 2009/10, looked after children have equally been actively involved in a variety of other activities such as planning and facilitating Corporate Parenting Conference and in the development of the Council’s PLEDGE to looked after children and care leavers. In recognition of the positive work undertaken in Oldham to involve and empower looked after children in decisions that affect their life, it should also be noted that one young person actually recently attended a national conference in London to run a workshop on Corporate Parenting and Participation in Oldham as an example of good practice.

Oldham’s active and effective Youth Council has continued to meet weekly to address issues and work on a variety of campaigns and events, as well as had quarterly meetings directly with the Director of Children’s Services to discuss the views and opinions of young people. During 2009/10 Youth Councillors have also designed and managed a youth website where young people can direct engage with youth councillors on issues that are important to them; established robust links with the council’s overview and scrutiny process, sitting as co-optees on 4 Overview and Scrutiny panels; as well as regularly represented Oldham children and young people at a regional and national level through involvement in the North West regional youth forum – Youthforia and the United Kingdom Youth Parliament. It should also be noted that Oldham Youth Councillors have managed and administered the youth opportunity and youth capital funds and have been responsible for the allocation of £461,600 worth of grants to improve things to do and places to go for young people in Oldham. 67 young people in total were involved in managing these funds.

During 2009/10, Positive Steps Oldham (PSO) has undertaken targeted work to increase the number and range of young people involved in the Advisory Board. Members have now increased from 8 to 19 and surpassed the target to have 30% male involvement. Youth Offending Service clients have also been involved for the first time. Over the last 12 months, Positive Steps Oldham has also delivered 4 recruitment and selection courses which involved training 28 young people who are now able to participate in PSO recruitment and selection activities. A training programme for new Connexions Champions (Year 9s) has been delivered in 2009/10. This initiative has involved all schools and enabled 40 young people to receive an accredited qualification by AQA. 8 Connexions Champions then also went on to undertake customer care training and have subsequently been actively involved in the planning and delivery of Oldham’s Your Choice careers exhibition.

In respect of engagement and participation work with young carers, Oldham Young Carers (OYC) Empowerment Team has been a proactive group of young carers representing all young carers throughout the borough. Meeting on a regular basis, they have developed various media to communicate with each other outside of the group meetings, researched and fed back ideas for fund raising, as well as taken responsibility for initiating and approaching future funders. During 2009/10, this team of young carers have also investigated and fed back on ideas of activities emerging from other young carers were saying they needed. Examples include a forum to discuss some of the issues affecting them as young carers – i.e. an opportunity to 'sound off'; ideas on how to spend the money raised including budgeting, record keeping and reporting back; a parents group so that parents have an 'alternative' person to speak to rather than just the young carer – i.e. a way of 'sharing' the caring burden; and issues around mental health. Being a member of the OYC Empowerment Team, or being engaged in its work, has brought many positive benefits to young carers in Oldham during 2009/10 including team work; empowerment; self-esteem and confidence building etc.
With regards to ensuring the voices of children and young people with special educational needs and disabilities have been actively listened to and heard during 2009/10, Oldham Children’s Trust has utilised Area Based Grant monies to appoint a participation worker to specifically lead on this agenda. A Children and Young People’s Disability Council has now been established, a deaf awareness project established and a number of consultations exercises held with children and young people with special educational needs and disabilities, for example consultation on moving ability youth and childcare. One of the ways in which this vulnerable group of children and young people has also been engaged in decision making includes their involvement during 2009/10 in interview design for a social work team leader post in the council. Parents and children’s views, expertise, knowledge and aspirations have equally been actively listened to, accurately represented and incorporated into ‘plan-do-review’ cycle as part of the statutory assessment process. Similarly parent and child views have been actively incorporated into personalised Statements of SEN (Special Educational Needs) as well as amplified in statutory processes. As such, during 2009/10 100% of children/young people and parents working with an Educational Psychologist at School Action Plus (SA+) or statutory assessment all received regular personalised, jargon free, respectful feedback to empower and involve them in their assessment and planning.

During 2009/10, the MyPlace Young People’s Development Group has continued to be involved in a wide range of work developing plans for the ‘world-class’ youth facility which is due to be open in Oldham by September 2011. This involves a core group of 25 young people aged 12-19, whose role is the Young Peoples lead on Oldham’s MyPlace funded project. Over the last 12 months the group has worked intensively with a host of professionals from the creative industries to ensure that the views of young people in Oldham are at the heart of the design and branding concepts for the new facility. The development group have also delivered consultation and information events for children, young people and their families throughout the year. For example at the Oldham Unite – Alliance Fun Day event in 2009 which throughout the day engaged 3,000 children, young people and their families. The development group has given presentations to up to 3,000 children, young people and their families at last years Oldham Unite – Alliance Fun Day event, District Partnerships, children and young people’s organisations across the sectors, and Oldham’s Local Strategic Partnership Steering Group. Outcomes for people who attended these events have included children and young people being further consulted on design and branding concepts and wider stakeholders being informed of progress.

With regards to the specific involvement of parents/carers in decision making and shaping services and plans during 2009/10, a wide variety of activity has again been undertaken across Oldham Children’s Trust. For example:

- all children’s centres now have Parent Forums which provide a less formal channel for parents/carers to have a say in the running of the centre than is possible through the Advisory Boards. For many these provide a route by which they can, in time, gain the confidence to become active members of the Advisory Board, which in turn links into the policy framework of Oldham Children’s Trust. During 2009/10 a borough wide parental satisfaction survey was also commissioned with parent/carer service users with children aged 0 – 5 years to inform the planning of children’s centre services through identification of demands and unmet needs. All Children’s Centres are now drawing on this information to inform and shape service delivery. In addition, a programme of on-going community engagement was delivered ahead of formal designation of phase 3 Children's Centres. Individually targeted sessions were delivered for both Parents and Childminders across relevant reach areas, consultation sessions were held at Schools, Pre-schools, Parent & Toddler Groups and Libraries, and monthly advertising took place in local magazines;

- there has been an ongoing programme of Webster-Stratton, Pathways and Triple P positive parent training to empower parents to better manage their child/young persons behaviour. This involves attending weekly classes where strategies are explained and demonstrated. Parents practice these and contribute feedback at the next session. Oldham Parenting Strategy Group has equally been working on parent
forums, parent peer groups and training volunteers to become facilitators to ensure parent/ carers can actively influence and feedback on the quality services that they receive. Participation of targeted vulnerable groups in these evidence based, rigorously peer reviewed programmes have consequently increased parental capacity to improve their family life, and improve outcomes for young people during 2009/10; and

- in respect of engagement work with parents/ carers with children with special educational needs and disabilities, activity has included drop-in sessions (1/2 times a term) being offered at Rock Street Resource Centre for parents and professionals on a range of Special Educational Needs and Disabilities (i.e. Attention Deficit Hyperactivity Disorder, Dyspraxia, Dyslexia, Down’s Syndrome and Autistic Spectrum Disorder); parent drop-ins have been provided at children’s centres which have been well used, positively evaluated and resulted in improved accessibility to professionals for parents of children with Autistic Spectrum Disorder and range of Special Educational Need in local areas; and QEST Advisory SEN Teachers have now included ‘hard to reach’ parent projects in their current performance management targets for 2010/11.

Whilst there is a lot of good practice in existence across Oldham in respect of the meaningfully involving parents/ carers in matters that affect their lives, there is however recognition that this tends to take place at more of a service and individual level. As such, targeted work will be undertaken to increase parents/carers involvement at a strategic level across Oldham Children’s Trust over the coming 12 months.

**Management Priority 4: Focus rigorously on protection, prevention and early intervention within the context of Oldham’s district working approach**

**Activity and Outcomes 2009/10**

Against a backdrop of Oldham Council having now established 6 new District Partnerships whose primary role is to set local priorities, take decisions, develop a plan for their area and allocate resources in support of the plan, during 2009/10 Oldham Children’s Trust endorsed the Council’s approach to area based working and the District Partnership governance arrangements and agreed to align Children’s area working arrangements within this framework for delivery. A summary of activity undertaken and outcomes achieved during 2009/10 are as follows:

- a Children’s Trust Area Working Group was established in August 2009 to drive forward the agenda to meet the timescale for implementation as of May 2010;
- a National Indicator data set was mapped at District Partnership and ward level, clearly identifying the variance in levels of need and deprivation in each area. Mapping of what services are being delivered, what local groups exist and what systems are in place within a District is currently under way;
- identification that additional resources were need to take forward the District Working agenda across Oldham Children’s Trust, some of which were subsequently secured through the Schools Forum; and
- job descriptions have recently been drawn up for 3 new roles of Children’s Locality Leads to drive forward the area working within localities effectively engaging schools, children’s centres and all partners to work together to improve outcomes for children and their families with a specific focus on raising achievement for all children. Children’s Locality Leads will lead and facilitate the delivery of Oldham Children’s Trust priorities at a local level through the Children and Young Peoples Plan and ensure the highest level of partnership working between all agencies.
Over the last 12 months changes in reporting structures and realignments of service functions across Oldham Council’s Preventatives Services for children, young people and families have provided a renewed emphasis on integrating those non-specialist activities which support families at an earlier stage of need and aim to prevent more costly and less effective crisis intervention at a later stage. As such the acceleration of a localised delivery model under Oldham’s neighbourhood agenda as outlined above will further enhance this approach in 2010/11. Nonetheless during 2009/10, key successes in respect of Oldham Children’s Trust partners ensuring there has been a rigorous focus on protection, prevention and early intervention include:

- 6 Common Assessment Framework (CAF) coordinators have been recruited. This has resulted in greater use of the CAF process as an improved means to assess need and access services at the earliest possible moment. There has been an increase in CAF assessments from 134 in 2008 to 323 2009/10 (an increase of 241%). This supports intentions to increase the use of CAF as a key tool for all agencies. Equally 305 meetings chaired by CAF coordinators involving 828 professionals representing over 60 services. This is a means of ensuring improved co-ordination and integration of services around the child and family. Close working relationships have also been established between the new CAF team and Social care (duty and long term teams). This has ensured fast track escalation from CAF to Child in Need (CIN) or Child Protection. It is felt that this is a key contribution to maintaining Oldham’s positive safeguarding inspection outcomes. During 2009/10 24 CAF cases were in fact escalated in 09/10 and 25 CIN cases converted into CAFs.

- In respect of Think Family developments, Oldham Children’s Trust commissioned an independent review of Oldham’s progress in establishing and implementing the Think Family Grant Programme. This highlighted much good practice as well as identifying areas for progression. Establishing appropriate governance arrangements to take forward a clear and adopted programme of work is now underway and allocation of Think Family Grant funding streams endorsed by DfE (previously DCSF) has been approved by Oldham Children’s Trust Integrated Commissioning Group. More recently new funding has also been gained for women offenders work supported by closer links with Probation, Integrated Offender Management and DAAT and utilisation of this resource will be jointly managed in 2010/11.

- Targeted work has been recently commenced with a small number of families within a specific geographical area using the Think Family in an attempt to resolve some key issues around crime, anti-social behaviour, health, education and housing. This pilot will be monitored in 2010/11 to assess impact and outcomes.

- Oldham Children’s Centre programme has been achieved on time, on target and on budget. Oldham currently has borough-wide children’s centre coverage through 16 centres and associated ‘hubs.’ During 2009/10 improved performance monitoring has been put in place to ensure contract quality in delivery for all children’s centre commissioned and contracted services. As such, improved identification of need and associated target setting is now in place across all children centres in Oldham, resulting in an increase in engagement with children from vulnerable groups including children with a disability and in need of child protection, as well as an increase in Children’s Centres registrations across all centres. Oldham Children’s Centre adopted standards were in fact commended by Together for Children in 2009/10 as a model of good practice and are now being applied across the services under refreshed and improved quality assurance methods. Improved governance of Oldham Children’s Centre performance will be maintained in 2010/11 under a newly formed Children’s Centre Performance Management Group (CCIG) reporting directly into Oldham Children’s Trust Board.

- As part of an Association of Greater Manchester Authorities (AGMA) pilot, approval has been given in 2009/10 to progress a programme of work which will significantly change the way that key agencies work together in identifying and supporting need for under 5’s. Known as the ‘Early Years Entitlement Model’, 7 key engagements points have now been endorsed as a framework to establish a collective and standardised approach of engagement with families at an early stage. Progress against this agreed programme of work will be closely monitored during 2010/11.
As outlined above, a number of key developments have taken shape during 2009/10 which when fully established in 2010/11 should ensure a better targeted approach to meeting the needs of children, young people and families at an earlier stage.

**Management Priority 5: Enhance Financial Planning**

**Activity and Outcomes 2009/10**

The context in which Oldham Children’s Trust has improved its approach to financial planning is one of a commitment between the Council and NHS Oldham to work together in several key areas including joint commissioning and as a key subset of this, transition arrangements for young people with disabilities and complex health needs from children’s services to those for adults. Wider milestones progressed in respect of enhancing financial planning across Oldham Children’s Trust for 2009/10 includes:

- Oldham Children’s Trust Integrated Commissioning Group has widened its oversight and remit in respect of grant funded activity to cover Area Based Grant, Early Years Sure Start Grant, Think Family and Aiming High. As such the commissioning function of the Children’s Trust has been strengthened by the aligning of a variety of funding streams and the revision of funding arrangements to ensure best fit and value for money. Fullest use is consequently now being made of ring fenced grants to minimise the return of grant monies to central government.
- An initial mapping exercise of areas of joint spends between the Council and the PCT was undertaken in August 2009. This is now informing the joint working programme agreed between NHS Oldham and the Council.
- A report was presented to and endorsed by the Children’s Trust Executive Board in December 2009 which committed Children’s Trust partner agencies to cooperate in relation to Total Resource Mapping. A newly created Children’s Trust Commissioners Network is currently leading on progressing this piece of work.
- Oldham Children’s Trust partners were fully engaged with the DCSF (now DfE) /DOH Commissioning Support Programme and in March 2009, over 40 stakeholders attended a commissioning self-evaluation workshop identifying areas for improvement in Oldham’s commissioning approach. Again the newly created Children’s Trust Commissioners Network will act as a key forum for working through these areas of improvement and agreeing next steps.

**Management Priority 6: Develop a data-rich and evaluative approach to strategic and operational planning**

**Activity and Outcomes 2009/10**

Key achievements in respect of strengthening our approach to strategic and operational planning during 2009/10 include:

- a new Children’s Trust Integrated Data, Research and Information Advisory Group has been established to ensure Oldham Children’s Trust incorporates an evidence-based approach to its practice and all partner agencies collaborate, minimise duplication and share best practice in order to increase efficiency in the area of data, research and information. This group is currently focused on sharing data based on client feedback, evidence based reports, primary and secondary data in order to feed a robust children and young people needs assessment which will ultimately inform Oldham’s new Children and Young People Plan and the refresh of Oldham’s Joint Strategic Needs Assessment;
• delivery plans have been established for all National Indicators. This has identified key actions in order to drive performance to meet intended targets thereby ensuring performance improves for service users and citizens across all National Indicators;
• a Data Quality Framework has been implemented across the Council. This has resulted in improved quality of data to ensure decisions across the Council and its partners are based on accurate, transparent information which leads to service challenge and improvement; and
• Quarterly performance reports for Oldham Children’s Trust Board have been maintained and developed. This has enabled Oldham Children’s Trust Board to identify key areas of performance and actions being undertaken to improve and progress.

Management Priority 7: Remodel and develop the workforce

Activity and Outcomes 2009/10

Key achievement’s in respect of developing a competent and skilled children's workforce in Oldham, with the capacity to deliver, during 2009/10 include:
• 76% of front line workforce have achieved relevant Level 3 qualification in private, voluntary and independent (PVI) full day care settings, with 19 % now graduate leaders with early years professional status;
• locally agreed Training and Development Agency (TDA) targets have been met for securing, developing and deploying the children’s workforce in schools. The first cohort of newly qualified teachers commenced the Masters in Teaching and Learning Programme in 2009/10. Over 100 school support staff have also been supported and benefitted from a range of accredited workforce development courses;
• national minimum standards training is now in place for all social care staff and qualification targets have been met or are being worked towards in respect of residential social care managers (Level 4) and social care staff in children's homes (Level 3). A CWDC ‘newly qualified social worker’ (NQSW) programme is also in place and a developing practitioner programme has been revised to meet requirements of the post qualifying framework. A range of social work professional development requirements have also been met and the training programme for foster carers continued in 2009/10, which included access to NVQ Level 3;
• a comprehensive Local Safeguarding Children Board (LSCB) safeguarding training programme has been delivered in line with statutory requirements in relation to both universal and specialist issues. For example e-safety training, cascade training on foundation child protection for hard to access groups, domestic violence and emotional abuse and neglect foundation training for both children and adult workforce as well as the delivery of an anti bullying conference;
• an extensive programme of safer recruitment training has been delivered across schools and the School Improvement Service;
• an audit of NHS Oldham provider workforce has been undertaken to assess training needs in respect of safeguarding and a subsequent training plan has been delivered by children’s safeguarding nurses. Approximately 75% of the workforce is now compliant with requirements. Joint training for community based health and social care staff has also been delivered on a range of service delivery priorities supporting the aim of even greater integrated working between the services;
• NVQ Level 2 and 3 programmes have been delivered through the Lifelong Learning Service and embedded across the statutory and voluntary Youth workforce. A large proportion of managers within the Integrated Youth Support Service and from the VCF sector have also taken part in the Government sponsored Management Development programme for the children and young people’s workforce;
all Positive Steps Oldham (PSO) IAG (Information, Advice and Guidance) personal advisers and substance intervention workers are now qualified at Level 4 or above, with an ongoing programme in place for Youth Offending Service (YOS) case managers to achieve level 4 accreditation during 2010/11. All support workers in PSO Education Services and Targeted Services have level 3 qualifications or are nearing achievement of this level;

a menu of existing training programmes and courses, appropriate for the children and young people’s workforce, has been developed and promoted to staff and volunteers within the Voluntary, Community and Faith (VCF) sectors;

two elements of training that have been commissioned in relation to the workforce working with children with additional and complex needs include generic knowledge, understanding and skill development for the whole workforce; and specialist, bespoke training for two private organisations providing short breaks for children with additional and complex needs;

Common Assessment Framework (CAF)/lead professional interagency training has been delivered to 1800 workers, resulting in the increased use of the CAF system. During 2009/10 identified workers across the adult care workforce were also trained in CAF processes. Parent Support Advisers (PSA) trained learning mentors and other agencies to utilise the CAF process within referrals, resulting in 320 referrals to PSAs;

CAF coordinators have, through the chairing of multi agency meetings, modelled practical integrated working practices with over 800 professionals from over 60 agencies;

a range of both generic and specialist role/profession statutory minimum standards training have been delivered as part of ongoing CPD programmes across all sectors. ‘Grow your own' career pathways have also been put in place for developing teachers, early years professionals, social workers, full time professional youth workers, Information Advice and Guidance (IAG) personal advisers in order to reduce potential recruitment and retention difficulties in these areas;

a number of initiatives have been developed and implemented to engage and involve young people in ensuring the children's workforce in Oldham understands and has the knowledge, skills and attitudes to meet the identified needs of children and young people. For example, a pool of young people were trained and then delivered: 'Total Respect' training to elected members, foster carers, children's home workers, social workers and to social work trainees at Salford University, as well as provided training on Regulation 33 inspections of children's homes for elected members and senior officers. A pool of young people were also trained and then involved in key children's services appointments, and three Looked after Children have appointed to posts within the Council as part of the Council apprenticeship scheme;

the local authority and schools have delivered a comprehensive package of continuing professional development on statutory and non-statutory educational developments, including school leadership and management, narrowing the attainment gap and the national strategies relating to the developing school curriculum; and

as part of Oldham Council’s aim to achieve the Skills Award, all targets in the Council’s Workforce Skills for Life Implementation Plan 2009-10 have been achieved. Literacy, language and numeracy qualifications have been achieved and the confidence and ability of the Council workforce (including its children’s workforce) have been increased.

Oldham Children's Trust revitalised 'Integrated Children’s Workforce Advisory Group' which includes 'workforce champions' from across all sectors of the children’s workforce and is now accountable to both Oldham’s Local Safeguarding Children Board and Children’s Trust Board will ensure the local vision for Oldham Children’s Workforce continues to becomes a reality during 2010/11 and beyond.
Improvement Priorities 2010 - 2011

As a result new national requirements as well as changes in the local context and in children’s needs over the last 12 months, Oldham Children’s Trust have agreed on a revised set of improvement priorities for 2010-2011 for action over the remainder of the ‘One Future’ edition of Oldham’s Children and Young People’s Plan.

Firstly a set of refocused improvement priorities linked to the Every Child Matters (ECM) themes have been agreed as outlined above in the relevant progress reports. Secondly Oldham Children’s Trust Board has identified the need to slightly re-shape its management priorities for 2010/11 to maintain a clear focus on the effective joint planning, commissioning and management of Children’s Services over the next 12 months. The table overleaf on pages 51 - 52 therefore sets out what our improvement priorities are for 2010/11 and identifies how these map to the national ECM outcomes (where this is relevant) as well as relate to locally agreed corporate and partnership ambitions.

Each improvement priority is supported by a detailed action plan which sets out how the actions within it are to be implemented and resourced during 2010/11, as well as the outcomes that each action/ task intends to achieve. These are provided at appendix 1. A basket of appropriate, robust and evidence based performance measures linked to each ECM improvement priority have also been confirmed and again can be viewed at appendix 1.

As outlined in our original Children and Young People Plan, Oldham Children’s Trust will continue to adopt a joint approach to monitoring, evaluating and reviewing the contribution that partner agencies make to the delivery of these revised priorities. Through our performance management framework, performance information will be jointly shared, examined and challenged to ensure there is early identification of issues amongst all partners. There will be collective ownership and accountability for necessary corrective action, and resources will be targeted effectively to areas of need in order to ensure timely improvements are achieved. In light of current and foreseeable financial constraints, ensuring agreed actions can be appropriately resourced and delivered will however be kept under regular review and close monitoring by Oldham Children’s Trust Board during 2010/11 to ensure any potential risks are minimised.
<table>
<thead>
<tr>
<th>ECM Outcomes</th>
<th>Priorities</th>
<th>Links to LSP Prospectus Priorities</th>
<th>Links to Council Corporate Objectives</th>
</tr>
</thead>
</table>
| Be Healthy   | 1. Enhance children and young people’s emotional and mental health  
2. Ensure children have the best start in life and go onto have a healthy weight and lead active lives  
3. Reduce risk taking behaviour detrimental to the health and well being of children and young people | Healthy Lives                      | An Address of Choice                |
| Stay Safe    | 1. Ensure all partners continue to work together to safeguard children and young people through robust and integrated safeguarding arrangements  
2. Ensure children and young people are kept safe from bullying  
3. Ensure vulnerable groups of children and young people are appropriately protected | Great Places to Live               | A Confident Place                   |
| Enjoy & Achieve | 1. Narrow the gap in educational achievement at all key stages and between vulnerable groups of children and young people  
2. Tackle behavioural and attendance challenges in schools and ensure a cohesive framework is in place  
3. Raise standards in all Early Years Settings | Towards a University Town          | A University Town                   |
| Make a Positive Contribution | 1. Reduce numbers of first-time entrants into the youth justice system, rates of re-offending and the number of young people sentenced to custody who receive a conviction in court  
2. Maintain and increase the numbers of young people participating in positive activities, and support the development of excellent facilities and opportunities for centre-based and outdoor play and recreation | Great Places to Live and Healthy Lives | A Confident Place and An Address of Choice |
| Achieve Economic Well Being | 1. Ensure all students have a rich, appropriate and relevant choice of pathways for 14 – 19 (25) learning  
2. Continue to reduce the levels of young people not in education, employment or training, with a particular focus on 18 and 19 year olds  
3. Ensure children and young people are not disadvantaged by poverty | Towards a University Town and Great Places to Live | A University Town                   |
<table>
<thead>
<tr>
<th>Children’s Trust Management Priorities</th>
<th>Great Places to Live</th>
<th>Services of Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement and embed new governance arrangements across Oldham Children’s Trust</td>
<td>Great Places to Live</td>
<td>Services of Choice</td>
</tr>
<tr>
<td>2. Ensure teaching and learning in Oldham are fit for the 21st Century and match the growing aspirations of our children, young people and families</td>
<td>Towards a University Town</td>
<td>A University Town</td>
</tr>
<tr>
<td>3. Ensure all children, young people and parents/carers (irrespective of circumstance) have a strong voice in all matters that affect their lives</td>
<td>Great Places to Live</td>
<td>A Confident Place</td>
</tr>
<tr>
<td>4. Ensure high quality and joined up preventative services are delivered for children, young people and families at a local level</td>
<td>Great Places to Live</td>
<td>An Address of Choice</td>
</tr>
<tr>
<td>5. Ensure the most efficient use of the total resource available is used to achieve best value and service improvement</td>
<td>Great Places to Live</td>
<td>Services of Choice</td>
</tr>
<tr>
<td>6. Ensure high quality and secure performance management, quality assurance and information systems are in place across children's services and an evidence based approach is taken to strategic and operational planning</td>
<td>Great Places to Live</td>
<td>Services of Choice</td>
</tr>
<tr>
<td>7. Ensure highly competent, trained and motivated professionals work together to provide a seamless high quality service for children, young people and families</td>
<td>Great Places to Live</td>
<td>Services of Choice</td>
</tr>
</tbody>
</table>
## Key priority 1: Enhance children and young people’s emotional and mental health

<table>
<thead>
<tr>
<th>We will</th>
<th>Intended Outcome</th>
<th>Organisation/ Lead</th>
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<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure effective delivery of the ‘Kooth’ online counselling and support service</td>
<td>Young people in Oldham aged 11 to 25 have easy access to anonymous, universal online counselling services and are provided with appropriate support and signposting.</td>
<td>Oldham Council, Associate Assistant Director Safeguarding Children and Young People (in conjunction CAMHS Strategy Group)</td>
<td>January 2010 to January 2012</td>
<td>Priority Investment Funds (£53,500 per annum)</td>
</tr>
<tr>
<td>Undertake a review of the effectiveness and use of the CAMHS inpatient unit</td>
<td>NHS Oldham better understands the use of inpatient unit and need in the borough</td>
<td>NHS Oldham, Senior Project Manager Health)</td>
<td>September 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Develop a joint protocol between Oldham Primary Care Trust, Pennine Care Foundation Trust and Oldham Council to ensure appropriate admissions to the CAMHS inpatient facility</td>
<td>All admissions of young people to adult wards will be done so in line with an agreed policy and procedure based on need and appropriateness</td>
<td>Pennine Care, CAMHS Manager in conjunction with CAMHS Strategy Group</td>
<td>June 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Implement the Targeted Mental health in schools (TaMHS) Programme with key schools</td>
<td>Development of interventions for children at risk of or experiencing mental health problems through building capacity within target schools to deliver universal and small group SEAL (Social and Emotional Aspects of Learning) and targeted CAMHS interventions. The project will develop a sustainable model to roll out to all schools.</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>April 2010-March 2011</td>
<td>TaMHS Grant 2010-11 Partnership working with schools, CAMHS, Positive Steps Oldham and a range of other services, voluntary and independent providers</td>
</tr>
<tr>
<td>Fully implement the Social and Emotional Aspects of Learning (SEal) approach across the primary and secondary phase.</td>
<td>Improved emotional health and well being of primary and secondary aged pupils. Improved parental confidence in managing their children’s behaviour and school attendance. Reduced rates of exclusion and persistent absence</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>ongoing</td>
<td>Primary Strategy and Area Based Grant Partnership work with schools</td>
</tr>
<tr>
<td>Support the development of Forest Schools to encourage and inspire children and young people through positive outdoor experiences</td>
<td>Improved motivation, emotional, social and behaviour skills. Reduced rates of exclusion and persistent absence</td>
<td>Oldham Council, Foundation Stage Consultant</td>
<td>March 2011</td>
<td>Early Years Sure Start Grant</td>
</tr>
</tbody>
</table>
### Key priority 2: Ensure children have the best start in life and go onto have a healthy weight and lead active lives

<table>
<thead>
<tr>
<th>We will</th>
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<th>Timeframe</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve UNICEF Baby Friendly Initiative Stage 3 accreditation and collect postcode, age, and ethnicity data relating to breastfeeding status (i.e. at initiation, maternity unit discharge, 6-8 weeks and 6 months of age) to promote, protect and support breastfeeding</td>
<td>Improvement in quality domains of effectiveness and patient experience</td>
<td>NHS Oldham, Nurse Advisor - Public Health Specialist (in conjunction with OCHS - Oldham Community Health Services)</td>
<td>March 2011</td>
<td>Within existing OCHS resources</td>
</tr>
<tr>
<td>Establish awareness raising events for all children’s service staff regarding factors that may contribute towards infant mortality</td>
<td>Front line staff are informed and knowledgeable about factors that contribute to increased risks of infant mortality</td>
<td>Oldham Council, Associate Assistant Director, Family &amp; Youth Support Services</td>
<td>March 2011</td>
<td>Within existing OCHS and NHS Oldham resources</td>
</tr>
<tr>
<td>Target children and families at an early stage through Children’s Centres to adopt healthy lifestyles</td>
<td>Increased number of children under 5 and families adopting a healthy lifestyle, and reduced number of children under 5 identified as obese</td>
<td>Oldham Council, Head of Preventative Services (in conjunction with Children’s Centre Improvement Group)</td>
<td>March 2011</td>
<td>Sure Start, Early Years &amp; Childcare Grant, alongside mainstream/universal &amp; health promotion service funding and other partners</td>
</tr>
<tr>
<td>Use the healthy school enhancement model (HSEM) as a framework to drive health and well being priorities through school settings</td>
<td>Schools work in support of addressing obesity, mental and emotional health, teenage pregnancy, substance misuse and safety</td>
<td>Positive Steps Oldham, Healthy Schools Coordinator</td>
<td>July 2011</td>
<td>Within existing agreed resources for specific targeted support and training for schools to be agreed</td>
</tr>
<tr>
<td>Produce a Healthy Weight Strategy and action plan for children and young people and ensure effective implementation</td>
<td>A high level agreed strategy in place to prevent and manage obese children in Oldham</td>
<td>NHS Oldham, Public Health Specialist (in conjunction with Healthy Weight Management Group)</td>
<td>July 2010 for launch at the beginning of the school year</td>
<td>Within existing PCT resources. Resources for the launch with schools to be agreed</td>
</tr>
<tr>
<td>Further develop and deliver healthy lifestyle programmes (i.e. MEND, SHINE etc) to meet the needs of children and families across different age ranges</td>
<td>Improved healthy behaviours, increased confidence/ self esteem and better weight maintenance</td>
<td>Oldham Community Health Services (OCHS), Health Improvement Manager</td>
<td>April 2011</td>
<td>Within existing OCHS resources</td>
</tr>
<tr>
<td>Ensure the development of the 5 hour PE and school sport offer for 5 – 19 years olds to increase children and young people’s participation in sport and physical activity</td>
<td>Increase in young people (aged 5-16) taking part in 2 hours high quality PE in school + up to 3 additional hours in the community. Increase in young people involved in competition, coaching, and engaged in targeted Sport Unlimited Programmes</td>
<td>Oldham Council, Head of Integrated Youth (in conjunction with Strategic School Sport Group)</td>
<td>July 2011</td>
<td>PESSYP Funding, alongside additional YST Project Funding, existing IYS – Sport resources, Extended Services Funding (inc Subsidy Grant) and current LAA Funding</td>
</tr>
<tr>
<td>We will</td>
<td>Intended Outcome</td>
<td>Organisation/ Lead</td>
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<tr>
<td>Develop a more flexible and effective model of delivering support, interventions and treatment to children and young people affected by substance misuse, including targeted work with families in localities, as part of a three year plan</td>
<td>Continued reduction of young people’s substance misuse and effective delivery of treatment services to young people</td>
<td>Oldham Drug and Alcohol Action Team (DAAT), DAAT Strategic Manager</td>
<td>June 2010</td>
<td>Young People’s Treatment funding (ABG) and additional ABG funding</td>
</tr>
<tr>
<td>Roll out Oldham Alcohol Strategy to address alcohol harm amongst children and young people</td>
<td>Reduction in alcohol misuse amongst children, young people and their families in Oldham</td>
<td>NHS Oldham, Director of Public Health (supported by Oldham Drug and Alcohol Action Team (DAAT), Alcohol Coordinator)</td>
<td>Delivery plan and timeframe has yet to be agreed</td>
<td>Young people’s treatment funding. Other resources yet to be agreed</td>
</tr>
<tr>
<td>Target sex and relationship education (SRE) with young people identified as more at risk of engaging in risk taking behaviours</td>
<td>A reduction teenage conception rate</td>
<td>Positive Steps Oldham, Chief Executive</td>
<td>March 2011</td>
<td>Teenage Pregnancy Grant</td>
</tr>
<tr>
<td>Support schools in developing a whole school approach to the delivery of sex and relationship education (SRE)</td>
<td>A reduction teenage conception rate</td>
<td>Positive Steps Oldham, Chief Executive</td>
<td>March 2011</td>
<td>Teenage Pregnancy Grant</td>
</tr>
<tr>
<td>Maintain delivery of young people contraceptive and sexual health services from its town centre base and school based clinics</td>
<td>Young people have access to young people friendly contraceptive and sexual health services when and where they need it.</td>
<td>Oldham Brook, Chief Executive</td>
<td>March 2011</td>
<td>Teenage Pregnancy Grant and NHS Oldham mainstream resources</td>
</tr>
<tr>
<td>Implement an action plan to support Chlamydia screening activity within primary care settings including general practices and community pharmacies</td>
<td>Chlamydia screening is embedded within primary care services.</td>
<td>NHS Oldham, Public Health Specialist</td>
<td>March 2011</td>
<td>Existing general practice and pharmacy staff resources</td>
</tr>
<tr>
<td>Develop and implement a strategy for increasing Chlamydia screening activity in youth services and Oldham’s young people’s substance misuse service</td>
<td>Increased Chlamydia screening activity across Oldham Youth Services and OASIS</td>
<td>NHS Oldham, Public Health Specialist</td>
<td>March 2011</td>
<td>Existing staff resources</td>
</tr>
<tr>
<td>Agree Chlamydia screening targets with Oldham Community Health Services</td>
<td>Increased Chlamydia screening activity in schools, colleges, health improvement service and Positive Steps Oldham health team</td>
<td>NHS Oldham, Public Health Specialist</td>
<td>April 2010</td>
<td>Existing staff resources</td>
</tr>
<tr>
<td>Performance measures we will use to monitor our overall success in keeping children and young people healthy</td>
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<tr>
<td>- Emotional health of children (NI050)</td>
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<tr>
<td>- Emotional and behavioural health of children in care (NI058)</td>
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<tr>
<td>- Effectiveness of child and adolescent mental health services (NI051)</td>
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<td>- Services for disabled children (NI054)</td>
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<tr>
<td>- Prevalence of breastfeeding at 6-8 weeks from birth – PSA 12 (NI053)</td>
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<tr>
<td>- Infant Mortality (deaths per 1000 live births) (CBHL109)</td>
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<tr>
<td>- Obesity among primary school age children in Reception Year (NI055)</td>
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<tr>
<td>- Obesity among primary school age children in Year 6 (NI056)</td>
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<td>- Take up of school lunches (NI052)</td>
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<tr>
<td>- Children and young people’s participation in high-quality PE and sport (NI057)</td>
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<tr>
<td>- Under 18 conception rate (NI112)</td>
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<tr>
<td>- Prevalence of Chlamydia in under 25 year olds (NI113)</td>
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<tr>
<td>- Substance misuse by young people (NI115)</td>
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<tr>
<td>- Children travelling to school – mode of travel usually used (NI198)</td>
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<tr>
<td>- Number of decayed/missing/filled teeth in 5 year old children (CBHL105)</td>
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<tr>
<td>- Number of children aged 0-4 and 5-9 who are admitted to hospital for dental extraction (surgical or simple extraction) (CBHL106)</td>
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</tbody>
</table>
## Key priority 1: Ensure all partners continue to work together to safeguard children and young people through robust and integrated safeguarding arrangements

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Ensure all LSCB policies and procedures are robust and meet requirements set out in the revised Working Together Guidance.</td>
<td>All agencies have access to multi agency policy and procedures which take into account recent changes to Guidance.</td>
<td>Local Safeguarding Children Board (LSCB) Development Manager (in conjunction with LSCB)</td>
<td>October 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Ensure statutory requirements in respect of assessment, protection and prevention to safeguard children and young people are met.</td>
<td>That the contact, referral and assessment processes in Oldham adequately safeguard Oldham’s children and young people.</td>
<td>Oldham Council, Head of Assessment &amp; Prevention and Service Manager Assessment &amp; Protection</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Make appropriate use of the risk assessment model, across all spectrums of need and at all points of transition.</td>
<td>Assessment takes into account risks to children and young people known to services and that these risks are minimised and managed appropriately</td>
<td>Local Safeguarding Children Board (LSCB) Development Manager (in conjunction with LSCB)</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Ensure the particular safeguarding needs and vulnerability of children and young people with SEND are adequately taken into account.</td>
<td>As above</td>
<td>Local Safeguarding Children Board (LSCB) Development Manager (in conjunction with LSCB)</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Continue to raise awareness amongst children and young people and the wider population around a number of critical safeguarding issues.</td>
<td>The general public and children and young people in Oldham are aware of safeguarding issues, are better able to reduce risks and understand how to seek help.</td>
<td>Local Safeguarding Children Board (LSCB) Development Manager (in conjunction with LSCB)</td>
<td>Ongoing all year</td>
<td>LSCB budget</td>
</tr>
<tr>
<td>Strengthen connectivity between the LSCB, Children’s Trust Board and the Crime &amp; Disorder Partnership and agree a set of shared outcomes.</td>
<td>The contributions to cross cutting agenda result in effective and timely responses and children and young people are better safeguarded.</td>
<td>Oldham Council, Associate Assistant Director Safeguarding Children and Young People</td>
<td>March 2011</td>
<td>Within existing resources</td>
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</tbody>
</table>
### Key priority 2: Ensure children and young people are kept safe from bullying

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase schools usage of NOHIB (Notification of Hate Incident and Bullying System) to record all incidents of bullying</td>
<td>All schools record incidents of bullying and use NOHIB to report to the Council</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>December 2010</td>
<td>Existing resources through Area Based Grant</td>
</tr>
<tr>
<td>Review anti-bullying policies for schools in the Behaviour and Attendance Partnership and provide each school with a report of strengths and areas to develop</td>
<td>Robust and compliant school policies</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>March 2011</td>
<td>As above and partnership work with regional Anti Bullying Alliance Adviser</td>
</tr>
<tr>
<td>Deliver an anti-bullying workshop for Behaviour and Attendance lead teachers, focusing on school policy and strategy development</td>
<td>Improved staff knowledge and understanding Robust school policies Reduced complaints</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>July 2010</td>
<td>As above</td>
</tr>
<tr>
<td>Reform the Anti-Bullying Strategy Group to coordinate multi-agency working</td>
<td>Improved coordination of multiagency approach to anti-bullying activities</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>June 2010</td>
<td>Existing resources through Area Based Grant and partnership working with a range of services and schools</td>
</tr>
<tr>
<td>Make regular use of the anti-bullying self evaluation framework to measure progress and determine actions</td>
<td>Anti bullying action plan in place and progress measured</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>Ongoing</td>
<td>Existing resources through Area Based Grant</td>
</tr>
<tr>
<td>Develop a campaign to encourage children and young people to tell someone if they are being bullied</td>
<td>Raised profile of bullying Reduced rate of bullying reported in Tell us Survey Reduced complaints</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>November 2010</td>
<td>Existing resources through Area Based Grant</td>
</tr>
<tr>
<td>Promote national guidance on Bullying in the Community and Disable Bullying</td>
<td>Improved staff knowledge and understanding Robust school policies Reduced complaints</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>November 2010</td>
<td>Existing resources through Area Based Grant</td>
</tr>
</tbody>
</table>
Key priority 3: Ensure vulnerable groups of children and young people are appropriately protected

<table>
<thead>
<tr>
<th>We will</th>
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<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve identification and protection of children of substance misusing parents, particularly via adult services, children subject to CAF and “Children in Need” and provide training and awareness raising amongst all universal services working within both adult and children’s services.</td>
<td>Increased number of appropriate referrals into Tier 3 treatment and increased awareness of the needs of children and young people with substance misusing parents.</td>
<td>Oldham Drug and Alcohol Action Team (DAAT), DAAT Strategic Manager</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Review and evaluate the Messenger Partnership to ensure the maintenance of Oldham as a national leader in addressing Child Sexual Exploitation.</td>
<td>Oldham remains as a national leader in addressing Child Sexual Exploitation and high quality services continue to be delivered</td>
<td>Oldham Council, Messenger Partnership Lead</td>
<td>November 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Provide intensive support for children and young people affected by domestic abuse.</td>
<td>Children and young people witnessing domestic abuse have access to specific support</td>
<td>Oldham Council, Domestic Abuse Co-ordinator (in conjunction with Safe &amp; Strong Communities Board)</td>
<td>Ongoing</td>
<td>Area Based Grant funding for 2010/11. Continued funding to be sought after this period.</td>
</tr>
<tr>
<td>Constantly review the number of Looked After Children to ensure that only the most vulnerable children remain in public care.</td>
<td>The welfare of every looked after children is closely monitored and is amended as necessary in light of changed information and circumstances</td>
<td>Oldham Council, Head of Provider Services</td>
<td>Ongoing</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Ensure every child under five years is registered at their local Children’s Centre to ensure basic engagement and access to services that will enhance protection in its widest sense.</td>
<td>Ensure all children under 5yrs within centre reach area are registered. Through a multi agency approach these children have access to services to meet their needs and early identification and access to specialist services</td>
<td>Oldham Council, Head of Preventative Services (in conjunction with Children's Centre Improvement Group)</td>
<td>Ongoing</td>
<td>Sure Start, Early Years &amp; Childcare Grant</td>
</tr>
</tbody>
</table>
### Performance measures we will use to monitor our overall success in keeping children and young people safe

- Referrals to children's social care going on to initial assessment (NI068)
- Reduction in the number of repeat referrals (CSSL101)
- Initial Assessments of children’s social care carried out within 7 working days of referral (NI059)
- Core assessments of children’s social care carried out within 35 days of their commencement (NI060)
- Child protection cases which were reviewed within required timescales (NI067)
- Child protection plans lasting 2 years or more – DCSF DSO (NI064)
- Children and young people becoming the subject of a Child Protection Plan for a second or subsequent time (NI065)
- Looked after children cases which were reviewed within required timescales (NI066)
- Stability of placements of looked after children: number of moves – DCSF DSO (NI062)
- Stability of placements of looked after children: length of placement DCSF DSO (NI063)
- Timelines of placements of looked after children adopted following an agency decision that the child should be placed for adoption (NI061)
- Children who have experienced bullying (NI069)
- Number of reported racist incidents in schools (CSSL105)
- Hospital admissions caused by unintentional and deliberate injuries to children and young people (NI070)
- Children Missing from Home or Care (NI071)
- Children and young people killed or seriously injured in road traffic accidents (NI048)
## Enjoy and Achieve Improvement Plan 2010/11

### Key priority 1: Narrow the gap in educational achievement at all key stages and between vulnerable groups of children and young people

<table>
<thead>
<tr>
<th>We will</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase targeted interventions at Early Years Foundation Stage in order to narrow the gap between the lowest 20% and the median.</td>
<td>Reduce the gap between the lowest performing children and the mean. Secure effective moderation of EY standards.</td>
<td>Oldham Council Head of School Improvement (in conjunction with the Associate Assistant Director of Family and Youth Support Services)</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Increase achievement at level 4 or above in both English and Maths (KS2) threshold</td>
<td>There are no schools below the floor targets. Performance is in line with or better than statistical neighbours</td>
<td>Oldham Council, Head of School Improvement</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Reduce the gap at KS4 for those students achieving 5A*-C with Free Schools Meals (FSM) and non FSM</td>
<td>The gap is reduced to within similar tolerance to statistical neighbours</td>
<td>Oldham Council, Head of School Improvement</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Improve the educational outcomes at all levels for looked after children</td>
<td>Looked after children make same or better rates of progress as children not in public care with a similar ability profile.</td>
<td>Oldham Council, Head of School Improvement (in conjunction with Virtual School Manager)</td>
<td>July 2011</td>
<td>Within existing resources prior to ABG cut.</td>
</tr>
<tr>
<td>Ensure effective arrangements are in place to identify, assess, and support children and young people with SEND and monitor/track their attainment, targeting interventions appropriately</td>
<td>Children with SEND make same or better rates of progress as their peers</td>
<td>Oldham Council Head of School Improvement (in conjunction with the Associate Assistant Director of Family and Youth Support Services)</td>
<td>July 2011</td>
<td>Within existing resources and through specific grant such as Targeted Support Fund and Achievement for All Programme</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>We will</th>
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</thead>
<tbody>
<tr>
<td>Reduce persistent absence in the targeted schools.</td>
<td>Persistent absence rates are reduced and are better than statistical neighbours.</td>
<td>Oldham Council, Head of Attendance and Behaviour Support (in conjunction with B&amp;A Partnership)</td>
<td>July 2011</td>
<td>Within existing resources before ABG cut.</td>
</tr>
<tr>
<td>Reduce permanent and fixed terms exclusions in all phases.</td>
<td>Permanent exclusions are at 0 for primary schools. Secondary permanent exclusions are reduced to similar or better than statistical neighbours.</td>
<td>Oldham Council, Head of Attendance and Behaviour Support (in conjunction with B&amp;A Partnership)</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Integrate the work of the behaviour and attendance partnerships into</td>
<td>Short stay school has an effective PARE (Pupils at Risk of Exclusion) programme. Behaviour and Attendance Partnerships are close partners in the short stay school. Plans are developed for a primary short stay provision.</td>
<td>Oldham Council, Head of Attendance and Behaviour Support</td>
<td>July 2011</td>
<td>Additional resource required to develop and maintain primary short stay provision.</td>
</tr>
<tr>
<td>the work of the PRU (Pupil Referral Unit) and the primary SEBD (Social,</td>
<td>Support and challenge local authority practices and procedures in delivery of effective programmes to improve behaviour and attendance in schools.</td>
<td>Oldham Council, Head of Attendance and Behaviour Support (in conjunction with B&amp;A Partnership)</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Emotional and Behavioural Difficulties) school.</td>
<td>Persistent absence is reduced to same or below statistical neighbours. Permanent and fixed term exclusions are reduced to within norms for statistical neighbours.</td>
<td>Oldham Council, Head of Attendance and Behaviour Support (in conjunction with B&amp;A Partnership)</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Move the operations of the PRU closer to a short stay school.</td>
<td>There is an effective PARE programme at the PRU; students are not retained at the PRU for longer than 6 weeks. There is effective outreach work to support students reintegrating into school and to support schools in developing effective behaviour management.</td>
<td>Oldham Council, Head of Education Other Than in Schools</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
</tbody>
</table>
## Key priority 3: Raise standards in all Early Years settings

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Clarify the roles and responsibilities for Early Years support, monitoring and intervention</td>
<td>All staff are clear of their function in support and challenge. Standards of leadership and management are at least satisfactory in all settings.</td>
<td>Oldham Council Head of School Improvement in conjunction with the Head of Family and Youth Support Services</td>
<td>September 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Ensure there are clear monitoring frameworks embedded in practice; processes which effectively challenge and support Early Years Settings</td>
<td>Published monitoring protocol; notes of visit, analysis and quarterly reports. Develop a clear response to alert and trigger reports.</td>
<td>Oldham Council Head of School Improvement in Conjunction with the Head of Family and Youth Support Services</td>
<td>September 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Improve the capacity of early years settings to have effective self evaluation which leads to continuous improvement</td>
<td>Leaders in Early Years Settings are more effective at evaluating their practice and continuing improvement is sustainable</td>
<td>Oldham Council Head of School Improvement in Conjunction with the Head of Family and Youth Support Services</td>
<td>January 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Improve leadership and management at all levels in Early Years Settings</td>
<td>There are no Early Years Settings where leadership and management are judged less than satisfactory</td>
<td>Oldham Council Head of School Improvement in Conjunction with the Head of Family and Youth Support Services</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
</tbody>
</table>
### Performance measures we will use to monitor our overall success in improving outcomes related to children and young people’s enjoyment and achievement

- Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy (NI072)
- Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest (NI092)
- Children in care reaching level 4 in English at KS2 (NI099)
- Children in care reaching level 4 in Maths at KS2 (NI100)
- Children in care achieving 5 A*-C grades at KS4 or equivalent including English and Maths (NI101)
- Percentage of looked after children of school age who have been looked after for 4 weeks with a Personal Education Plan (PEP) record (CEAL109)
- The Special Educational Needs (SEN)/non-SEN gap – achieving KS2 English and Maths threshold (NI104)
- The Special Educational Need (SEN)/non-SEN gap – achieving 5 A*-C GCSE including English and Maths (NI105)
- Special Educational Needs – statements issued within 26 weeks (N103)
- Achievement at level 2 or above in Reading at KS1 (CEAL101)
- Achievement at level 2 or above in Writing at KS1 (CEAL102)
- Achievement at level 2 or above in Maths at KS1 (CEAL103)
- Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) – PSA 10 (NI073)
- Achievement at level 4 or above in both English and Maths at KS2 (Floor) – DCSF DSO (NI076)
- Progression by 2 levels in English and Maths between KS1 and KS2 (NI093 & NI094)
- Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 (NI102)
- KS2 attainment for Black and Minority Ethnic Groups (NI107)
- KS4 attainment for Black and Minority Ethnic Groups (NI108)
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI075)
- Achievement of 2 or more A*-C grades in Science GCSEs or equivalent – DCSF DSO (NI084)
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Floor) (NI078)
- Percentage of schools offering the extended service core offer (NI088)
- Rate of permanent exclusions from school (NI114)
- Secondary school persistent absence rate (NI087)
- The proportion of Looked after Children receiving a fixed-term exclusion in comparison with the proportion of all pupils receiving a fixed-term exclusion (CEAL11)
- The proportion of Looked After Children receiving a permanent exclusion in comparison with the proportion of all pupils receiving a permanent exclusion (CEAL12)
- The Special Educational Needs (SEN) / non-SEN gap – receiving fixed term exclusions (CEAL13)
- Secondary schools judged as having good or outstanding standards of behaviour (NI086)
- Number of schools in special measures (NI089)
# Make a Positive Contribution Improvement Plan 2010/11

## Key priority 1: Reduce numbers of first-time entrants into the youth justice system, rates of re-offending and the number of young people sentenced to custody who receive a conviction in court

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Embed the custody suite triage process in partnership with GM Police to divert young people from entering the youth justice system for the first time by implementing restorative justice processes.</td>
<td>Reduce the number of first time entrants to the youth justice system</td>
<td>Positive Steps Oldham – Director Prevention Services</td>
<td>June 2010</td>
<td>Youth Crime Action Plan (YCAP) funding</td>
</tr>
<tr>
<td>Restructure the Youth Offending Service (YOS) into three area teams covering two district partnerships to strengthen partnership working at a local level between the YOS and other services.</td>
<td>Improved links with other locality based organisations in particular schools, police, youth support and third sector agencies</td>
<td>Positive Steps Oldham – Director Targeted Services</td>
<td>June 2010</td>
<td>YOS core funding, Youth Justice Board Grant, Think Family Grant and YCAP funding</td>
</tr>
<tr>
<td>Increase confidence in the courts so that YOS is able to recommend alternatives to custody, including robust and effective community sentences.</td>
<td>A reduction in convictions to custody</td>
<td>Positive Steps Oldham – Director Targeted Services</td>
<td>June 2010</td>
<td>YOS core funding, Youth Justice Board Grant, Think Family Grant and YCAP funding</td>
</tr>
<tr>
<td>Close investigation of the breach policy and actions taken by YOS Case Managers and seek to replace this with compliance with community sentences.</td>
<td>A reduction in convictions to custody</td>
<td>Positive Steps Oldham – Director Targeted Services</td>
<td>June 2010</td>
<td>YOS core funding, Youth Justice Board Grant, Think Family Grant and YCAP funding</td>
</tr>
<tr>
<td>Continue to deliver the Youth Crime Prevention Strategy.</td>
<td>Continued reduction of numbers in first time entrants to Youth Justice System</td>
<td>Positive Steps Oldham – Director Prevention Services</td>
<td>March 2011</td>
<td>YJB Grant, YCAP funding, Challenge and support funding and ABG</td>
</tr>
</tbody>
</table>
## Priority 2: Maintain and increase the numbers of young people participating in positive activities, and support the development of excellent facilities and opportunities for centre-based and outdoor play and recreation

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Continue to deliver universal access to a range of positive activities via the Go! Oldham programme.</td>
<td>Young people have access to positive, creative and exciting things to do during the school holidays</td>
<td>Oldham Council, Head of Integrated Youth</td>
<td>School holidays</td>
<td>Mainstream IYS, ABG Funding, Aiming High Safer Tasking Funding, Subsidy Grant, DSG funding, Standards Fund, Trading Services and PAYP</td>
</tr>
<tr>
<td>Continue to deliver positive activities for young people through youth activity, sport, music, outdoor education, study support, schools linking and other services for young people at primary and secondary age.</td>
<td>71.5% participation in positive activities during 2010/10</td>
<td>Oldham Council, Head of Integrated Youth and Positive Steps Oldham, Chief Executive</td>
<td>March 2011</td>
<td>As above</td>
</tr>
<tr>
<td>Deliver targeted work on Friday and Saturday nights for young people</td>
<td>Young people have access to positive, creative and exciting things to do during the weekends including targeted work reducing ASB in known hotspots.</td>
<td>Oldham Council, Head of Integrated Youth</td>
<td>March 2011</td>
<td>As above</td>
</tr>
<tr>
<td>Progress the new town centre youth facility (MAHDLO) in partnership with Onside Northwest</td>
<td>Brand new youth facility in the town centre that provides a wide range of additional activities complimentary to locality delivery</td>
<td>Oldham Council Assistant Associate Director Family and Youth Support</td>
<td>September 2011</td>
<td>ABG Grant Funding 2010/11</td>
</tr>
<tr>
<td>Provide increased and equitable access to mainstream and specialist short break opportunities/services.</td>
<td>Parents, children and young people with a range of complex and additional needs able to access flexible, high quality and supportive services.</td>
<td>Oldham Council, Head of Children with Additional and Complex Needs Service</td>
<td>March 2011</td>
<td>Aiming High Funding LA / PCT mainstream budgets 2010/11 and also within existing resources</td>
</tr>
<tr>
<td>Review Oldham’s Play and Free-time Strategy and action plans, including cost analysis, and communicate the strategy vision to all partners.</td>
<td>Co-ordinated planning and delivery of local play provision within the Children’s Trust Strategic framework.</td>
<td>Oldham Council, Head of Integrated Youth</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Complete a thorough play needs analysis to build on findings from the ‘Tell Us’ review and ensure services are targeted in areas of greatest need.</td>
<td>Supervised play services and equipped play areas reflect evidence need</td>
<td>Oldham Council, Head of Integrated Youth (in conjunction with Play Partnership)</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Complete the Playbuilder and Big Lottery ‘Adventures in Play’ projects in line with funding criteria and agreed delivery plans.</td>
<td>Increased access to safe and stimulating play space for children and young people across Oldham.</td>
<td>Oldham Council, Head of Service Street Scene &amp; Public Realm and Head of Integrated Youth</td>
<td>March 2011</td>
<td>DCSF Playbuilder and Big Lottery Play funding</td>
</tr>
<tr>
<td>Performance measures we will use to monitor our overall success in improving outcomes related children and young people’s positive contribution</td>
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<tr>
<td>First time entrants to the Youth Justice System aged 10-17 (NI111)</td>
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<tr>
<td>Rate of proven re-offending by young offenders (NI019)</td>
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<tr>
<td>Young People within the Youth Justice System receiving a conviction in court who are sentenced to custody (NI043)</td>
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<tr>
<td>Ethnic composition of offenders on Youth Justice System disposals (NI044)</td>
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<tr>
<td>Young offenders’ engagement in suitable education, employment or training (NI045)</td>
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<tr>
<td>Young offenders’ access to suitable accommodation – MoJ DSO (NI046)</td>
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<tr>
<td>Young people’s participation in positive activities (NI110)</td>
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<tr>
<td>Children and Young People’s satisfaction with parks and play areas (NI199)</td>
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</table>
# Achieve Economic Well Being Improvement Plan 2010/11

## Key priority 1: Ensure all students have a rich, appropriate and relevant choice of pathways for 14 – 19 (25) learning

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Plan for the implementation of the Raising the Participation Age for 17 year olds in 2013.</td>
<td>There is a clear strategy to secure participation of 17 year olds for 2013. Provisions is analysed and developed to meet the needs of all students in this cohort.</td>
<td>14 – 19 Team Leader</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Improve the curriculum offer at KS4 and post 16 and ensure the vocational offer has parity of esteem with more traditional routes.</td>
<td>Curriculum offer reflects learner needs : there is a greater range of vocational options at level2 and 3.</td>
<td>14 – 19 Curriculum Lead</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Increase the number of students achieving Level 3 by 19.</td>
<td>The number of 19 year olds achieving a level 3 qualification is the same or better than Greater Manchester statistical neighbours</td>
<td>14 – 19 Team Leader</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Begin to implement the Information, Advice &amp; Guidance Standards (IAG) in schools, colleges and other learning settings.</td>
<td>All secondary schools, post-16 colleges and training providers working towards the IAG standards</td>
<td>Positive Steps Oldham, Director – Education Services</td>
<td>June 2010</td>
<td>Connexions Grant</td>
</tr>
<tr>
<td>Develop an effective commissioning cycle for provision post 16 to meet the needs of students and the aspirations of the borough.</td>
<td>Published commissioning statement which reflects the needs of students in the cohort.</td>
<td>14 – 19 Team Leader</td>
<td>November 2010</td>
<td>Within existing resources pre ABG cuts</td>
</tr>
<tr>
<td>Develop a process to exercise the responsibilities in the machinery of government changes to secure quality provision across all providers.</td>
<td>No provider is below minimum performance levels. There are effective data and information collection systems to assess quality. Partnerships with the SFA and YPLA allows effective exchange of qualitative data.</td>
<td>14 – 19 Team Leader</td>
<td>July 2011</td>
<td>Within existing resources pre ABG cuts</td>
</tr>
<tr>
<td>Develop the science centre as a borough wide resource to improve attainment in science, technology, engineering and maths (STEM) subjects</td>
<td>There is an increase in the take up of STEM related subjects and activities. Performance in STEM related subjects improves</td>
<td>14 – 19 Team Leader in conjunction with the Principal of Sixth Form College</td>
<td>July 2011</td>
<td>Additional resource to be profiled.</td>
</tr>
<tr>
<td>Support the sub-regional strategy to increase the number of young people aged 16-18 accessing apprenticeship programmes (the “one in five” strategy)</td>
<td>The number of apprenticeships is increased in private and public sector employment. The number of students taking up apprenticeships at 16 and 17 is increased in line with Greater Manchester targets.</td>
<td>14 – 19 Team Leader</td>
<td>July 2011</td>
<td>Within existing resources pre ABG cuts</td>
</tr>
</tbody>
</table>
## Key priority 2: Continue to reduce the levels of young people not in education, employment or training, with a particular focus on 18 and 19 year olds

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Continue to implement the NEET prevention strategy for vulnerable young people in transition at age 16.</td>
<td>Overall reduction in NEET at 16 and in particular for young people not in mainstream schools; young people with LDD; young offenders; care leavers; and teenage parents.</td>
<td>Positive Steps Oldham - Chief Executive</td>
<td>November 2010</td>
<td>Connexions Main Grant (ABG); additional NEET Strategy Funding (ABG); continuation of LSC ESF Co-financing (Sector Skills Council [TBC])</td>
</tr>
<tr>
<td>Continue to implement the NEET reduction strategy for all young people aged 16-19 with a particular focus on five wards and vulnerable young people aged 16-19 who fall within the “NEET churn” groups and fail to sustain a place in EET.</td>
<td>Overall reduction in NEET at 16-19 and in particular for young people not in mainstream schools; young people with LDD; young offenders; care leavers; and teenage parents.</td>
<td>Positive Steps Oldham - Chief Executive</td>
<td>June 2010</td>
<td>As above</td>
</tr>
<tr>
<td>Develop an 18-25 NEET reduction strategy which uses elements of the Connexions model to address barriers to employment such as low skills and qualifications, disability, ethnicity, offending behaviour substance misuse and homelessness.</td>
<td>Overall reduction in NEET at 18-25.</td>
<td>Positive Steps Oldham - Chief Executive</td>
<td>June 2010</td>
<td>Connexions Main Grant (ABG); additional NEET Strategy Funding (ABG); Adult Advancement and Careers Service Funding (from August 2010); and additional ABG grant to support adult IAG support</td>
</tr>
<tr>
<td>Embed the merger of Information, Advice &amp; Guidance support services for 16-18 NEET young people and the Next Step service for adults 18-65</td>
<td>Overall reduction in NEET at 18-25.</td>
<td>Positive Steps Oldham - Chief Executive</td>
<td>September 2010</td>
<td>As above</td>
</tr>
</tbody>
</table>
## Key priority 3: Ensure children and young people are not disadvantaged by poverty

<table>
<thead>
<tr>
<th>We will</th>
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</thead>
<tbody>
<tr>
<td>Continue to provide access to high quality, sustainable and accessible childcare to allow parents to work or undertake training or education.</td>
<td>A borough wide childcare consultation to inform the Childcare Sufficiency Assessment which will be published by March 2011</td>
<td>Oldham Council, Service Manager, Business Relationships</td>
<td>March 2011</td>
<td>Sure Start, Early Years &amp; Childcare Grant</td>
</tr>
<tr>
<td>Deliver key information, advice and assistance to both children and families living in workless households and support families in accessing financial and housing advice.</td>
<td>Increase in the no. of low-income working families who use formal childcare accessing the child care element of working tax credits and in parents and carers accessing financial entitlements and emploiment services.</td>
<td>Oldham Council, Family Information Service Strategic Lead (in conjunction with Job Centre Plus)</td>
<td>March 2011</td>
<td>Sure Start, Early Years &amp; Childcare Grant</td>
</tr>
<tr>
<td>Ensure a targeted approach to the delivery of employment services within Oldham’s Children’s Centres.</td>
<td>Joined up service delivery of employment services within children’s centres and reach areas. Targeted delivery of employment services based on evidence of need.</td>
<td>Oldham Council, Head of Preventative Services (in conjunction with Children’s Centre Improvement Group and Job Centre Plus)</td>
<td>April 2011</td>
<td>Sure Start, Early Years &amp; Childcare Grant</td>
</tr>
<tr>
<td>Roll out the Disadvantaged Subsidy Grant to all schools based on locally agreed criteria.</td>
<td>Increased access to positive opportunities and activities.</td>
<td>Oldham Council, Head of Integrated Youth and Extended Services Manager</td>
<td>March 2011</td>
<td>Ring fenced Subsidy Grant</td>
</tr>
<tr>
<td>Offer preventatives services to vulnerable and excluded groups living in income deprivation and those families living in the 30% most disadvantaged lower super output areas.</td>
<td>Value for money and targeted service delivery based on evidence.</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>April 2011</td>
<td>Early Years Entitlement Pilot Project Funding, Sure Start, Early Years &amp; Childcare Grant, ABG &amp; other cross sector funding streams</td>
</tr>
<tr>
<td>Jointly work with Economy and Enterprise and the “Credit Crunch” initiative and work closely the “Working neighbourhoods” statutory city region pilot.</td>
<td>Seamless service to families in workless households. An in awareness of employment opportunities through Children’s Centres and increase in take up of paid employment</td>
<td>Oldham Council, Programme Manager, Section 12 and Service Manager, Business Relationships</td>
<td>Ongoing</td>
<td>City Region Pilot Funding, Sure Start, Early Years &amp; Childcare Grant,</td>
</tr>
<tr>
<td>Deliver Adult Learning programmes and Family Learning / parenting sessions to improve confidence and skill development / qualifications, including the previously hard to reach.</td>
<td>Participation in targeted learning opportunities enable adults and families to improve confidence, raise attainment, develop skills and employability. Specific learner volumes and targets detailed in Service Plans</td>
<td>Oldham Council, Head of Lifelong Learning</td>
<td>March 2011</td>
<td>Existing resources</td>
</tr>
<tr>
<td>Continue to adopt a joint approach to dealing with homelessness amongst young people.</td>
<td>Streamlined pathway of advice, support &amp; accommodation for young people</td>
<td>Oldham Council, Homelessness Strategy Officer</td>
<td>March 2011</td>
<td>Existing resources</td>
</tr>
</tbody>
</table>
**Measures we will use to monitor our overall success in improving outcomes for children and young people’s economic well being**

- Achievement of a Level 2 qualification at 19 (NI079)
- Achievement of a Level 3 qualification at 19 (NI080)
- Inequality gap in the achievement of a Level 3 qualification by the age of 19 (NI081)
- Inequality gap in the achievement of a Level 2 qualification by the age of 19 (NI082)
- Post-16 participation in physical sciences (A level Physics, Chemistry and Maths) – DCSF DSO (NI085)
- Young people from low income backgrounds progressing to higher education (NI106)
- Participation of 17 year olds in education or training (NI091)
- 16 to 18 year olds who are not in education, training or employment (NEET) (NI117)
- Number of young people taking up apprenticeships
- Care leavers in EET (NI148)
- Young People with learning and other disabilities in EET (CEWL102)
- Percentage of 16-18 year olds NEET: Lowest performing ward (CEWL109)
- Young males from a white background aged 16 to 18 year olds who are not in education, training or employment (NEET) (CEWL110)
- Proportion of children in poverty (NI116)
- Care leavers in suitable accommodation (NI147)
- Number of Sure Start Children’s Centres (NI109)
- Take up of formal childcare by low-income working families (NI118)
## Key priority 1: Implement and embed new governance arrangements across Oldham Children’s Trust

<table>
<thead>
<tr>
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<th>Timeframe</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalise and promote Oldham Children’s Trust Memorandum of Understanding, and build in an annual review process.</td>
<td>The guiding rules and processes of the Trust are understood and partnership commitment and contribution is established</td>
<td>Oldham Council, Children’s Trust Development Officer</td>
<td>July 2010</td>
<td>Existing Resources</td>
</tr>
<tr>
<td>Support the ongoing operation and development of Oldham Children’s Trust as part of the overall Local Strategic Partnership structure.</td>
<td>Oldham Children’s Trust is firmly positioned as a thematic block within the Oldham Partnership</td>
<td>Oldham Council Joint Commissioner – Children and Young People and Children’s Trust Development Officer</td>
<td>Ongoing</td>
<td>Existing Resources</td>
</tr>
<tr>
<td>Strengthen the engagement of the voluntary and community sector (VCS) in Oldham Children’s Trust revised cooperation arrangements.</td>
<td>Increased numbers of Hub representatives engaging in Children’s Trust groups and improved quality and skilled representatives feeding back to the sector</td>
<td>Oldham Council Joint Commissioner – Children and Young People (in conjunction with Chair of VCS Hub)</td>
<td>March 2011</td>
<td>Existing Resources and Area Based Grant</td>
</tr>
</tbody>
</table>
Key priority 2: Ensure teaching and learning in Oldham are fit for the 21st Century and match the growing aspirations of our children, young people and families

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Capitalise on the transformational opportunities in the Building Schools for the Future (BSF) Programme</td>
<td>There is a step change in attainment, greater than previous trajectory of improvement. Greater innovation in curriculum evident in range of subjects offered at KS4.</td>
<td>Oldham Council, Head of School Improvement (in conjunction with Transforming Learning Lead BSF)</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Develop pedagogies which utilise new technologies effectively and enhance learning</td>
<td>There is a borough wide ICT strategy which has stakeholder engagement. A greater number of students have more opportunity to choose appropriate technologies for their learning and to demonstrate their achievements.</td>
<td>Oldham Council, ICT Strategic Lead</td>
<td>July 2011</td>
<td>Additional resource to be profiled after the loss of Harnessing Technology Grant</td>
</tr>
<tr>
<td>Secure a curriculum which ensures all children are equipped for learning, employment and active citizenship</td>
<td>Opportunities evident the curriculum to develop employability skills. All schools have a curriculum which is evidently broad and balanced.</td>
<td>Oldham Council, Head of School Improvement</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Secure effective parental engagement in and support for learning</td>
<td>Best practice is identified amongst existing schools. There is ongoing dialogue with established forums to engage all communities in supporting their children’s learning. Parental representation on governing bodies is promoted.</td>
<td>Oldham Council, Head of School Improvement</td>
<td>July 2011</td>
<td>Within existing resources</td>
</tr>
</tbody>
</table>
### Key priority 3: Ensure all children, young people and parents/carers (irrespective of circumstance) have a strong voice in all matters that affect their lives

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Finalise a Children and Young People Participation and Engagement Strategy and develop an action plan and participation toolkit to accompany the strategy.</td>
<td>Services commissioned and delivered through Children’s Trust evidence children and young peoples involvement in the process</td>
<td>Oldham Council, Integrated Youth Neighbourhood Manager (in conjunction with Active Involvement Matters Group)</td>
<td>July 2010</td>
<td>Existing resources</td>
</tr>
<tr>
<td>Increase opportunities for young people to take part in and shape their communities through the ongoing implementation of District Youth Forums.</td>
<td>Increased children and young people led decision making takes place within communities</td>
<td>Oldham Council, Integrated Youth Neighbourhood Managers</td>
<td>Ongoing</td>
<td>Existing resources</td>
</tr>
<tr>
<td>Continue to increase opportunities for all children and young people to take part and shape the planning and delivery of services that affect their lives (i.e. through delivery of existing and new engagement/participation mechanisms such as Children in Care Council, Extended Service Cluster Councils etc).</td>
<td>Services and policies are designed, delivered and evaluated based on actual rather than presumed needs.</td>
<td>Associate Assistant Director – Family &amp; Youth Support Services (in conjunction with Active Involvement Matters Group)</td>
<td>Ongoing</td>
<td>Mainstream council funding and Area Based Grant</td>
</tr>
<tr>
<td>Deliver a Local Democracy Week package of activities including “I’m a Councillor get me out of here”, “Youth Council Question Time” and “Youth Voice Event Conference”.</td>
<td>Children and young people concerns and priorities are listened to and dealt with appropriately and progress fed back at the following years events. Young people’s involvement in local democracy and the decision making process in Oldham is also encouraged</td>
<td>Oldham Council - Senior Empowerment and Participation Officer (in conjunction with Active Involvement Matters Group)</td>
<td>October 2010</td>
<td>Funding via Mainstream council funding, Area Based Grant</td>
</tr>
<tr>
<td>Embed a coordinated and consistent approach to the involvement and engagement of parents/carers at a strategic level across Oldham Children’s Trust</td>
<td>Insight gained into parent’s needs. Parent consultation results built into practice</td>
<td>Oldham Council, Parenting Coordinator Strategy Lead (in conjunction Parenting Strategy Group)</td>
<td>Ongoing</td>
<td>Existing Parenting budget and staff time/support from Information Management Service</td>
</tr>
</tbody>
</table>
### Key priority 4: Ensure high quality and joined up preventative services are delivered for children, young people and families at a local level

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Fully implement and embed the Children's area working model aligned to the governance of the District partnerships and the Children’s Trust.</td>
<td>Effective coordinated service delivery across districts based on robust needs assessment and data. Improved outcomes through integrated delivery from services that are organised around children and families. Strong alignment to the district governance arrangements and strengthened school engagement and involvement within local communities</td>
<td>Oldham Council Associate Assistant Director Family and Youth Support (supported by Head of Integrated Youth)</td>
<td>Commencement July 10 and then ongoing</td>
<td>Extended Services Grant Funding Dedicated Schools Grant, and other ABG resources. Also within existing resources across all partner organisations</td>
</tr>
<tr>
<td>Establish the Think Family model including shared working arrangements across Children’s and Adults teams providing intensive support to the most vulnerable families.</td>
<td>Shared ownership of family assessments and integrated interventions across all services targeting those most in need – Christine wood has provided this</td>
<td>Oldham Council Associate Assistant Director Family and Youth Support</td>
<td>Ongoing</td>
<td>Within existing resources across all partner organisations across the Children’s Trust</td>
</tr>
<tr>
<td>Increase use of pre-CAF and CAF at a local level through schools and children’s centres through the adoption of agreed criteria and making better use of family assessment models</td>
<td>Single point of access to services based on a family assessment model</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Progress the Early Years Entitlement Pilot (AGMA)</td>
<td>A standardised approach to engagement of young families across health, social care and Children’s Centres</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>Ongoing</td>
<td>PIF funding &amp; Existing Mainstream funding</td>
</tr>
<tr>
<td>Strengthen parenting support advice at a local level and make more use of evidence based interventions</td>
<td>Integrated parenting support model under Neighbourhood/District delivery</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>Ongoing</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Realign relevant services in Prevention and associated resources to better respond to need</td>
<td>Remodelled supporting infrastructure and associated grant funding streams</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>October 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Continue to develop the Extended Services core offer</td>
<td>Extended Service outcomes and core offer fully delivered.</td>
<td>Oldham Council, Head of Integrated Youth</td>
<td>March 2011</td>
<td>Extended Services Grant, DSG and ES Capital Grant</td>
</tr>
<tr>
<td>Strengthen reporting mechanisms of Children’s Centres and related commissioned services under Oldham’s Children’s Trust revised governance arrangements</td>
<td>Governance model established through Children’s Centre Performance Management Group with overview from Oldham Children’s Trust. Performance management arrangements revised</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>July 2010</td>
<td>Within existing resources Sure Start, Early Years &amp; Childcare Grant,</td>
</tr>
<tr>
<td>We will</td>
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<td>Organisation/ Lead</td>
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</tr>
<tr>
<td>Further evaluate and improve the effectiveness of the co-ordination and integration of preventative services to children and young people / families with SEND.</td>
<td>Shared ownership of family assessments and integrated interventions across all services targeting those most in need</td>
<td>Oldham Council, Head of Preventative Services</td>
<td>Ongoing</td>
<td>Across Children’s Trust, Sure Start, Early Years &amp; Childcare Grant.</td>
</tr>
<tr>
<td>Implement the transitions pilot to ensure children and young people with special educational needs and disability (SEND) get the support they need and arrangements are in place to support transition from child to adult health services.</td>
<td>Young people access services and support to enable them to become more or as independent as possible in their adult life</td>
<td>Oldham Council Associate Director Family and Youth Support</td>
<td>March 2011</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>We will</td>
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<td>Organisation/ Lead</td>
<td>Timeframe</td>
<td>Resources</td>
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</tr>
<tr>
<td>Ensure regular, validated reporting on use of grant monies across Oldham Children’s Trust to relevant bodies.</td>
<td>Strategic alignment across grant programmes, link with performance and impact evaluation to ensure VFM.</td>
<td>Oldham Council, Joint Commissioner – Children &amp; Young People</td>
<td>Quarterly Monitoring</td>
<td>Existing Resources via Integrated Commissioning Group</td>
</tr>
<tr>
<td>Increase the number of aligned or pooled budget arrangements to support Oldham Children’s Trust commissioning process.</td>
<td>Coordination and shared vision between partner agencies backed up by joined up approach to commissioning which maximises efficiencies and improves outcomes.</td>
<td>Oldham Council, Joint Commissioner – Children &amp; Young People (in conjunction with Integrated Commissioning Group)</td>
<td>April 2011</td>
<td>Existing Resources, time limited additional resource re. Transitions project.</td>
</tr>
<tr>
<td>Progress the establishment of a local Commissioners network to develop a robust commissioning approach across Oldham Children’s Trust.</td>
<td>Officers with commissioning responsibilities are supported in their role and consistency of practice is established.</td>
<td>Oldham Council, Joint Commissioner – Children &amp; Young People</td>
<td>Ongoing throughout 2010/11. Initial meeting May 2010</td>
<td>Existing Resources plus time limited additional resource via Commissioning Support Programme.</td>
</tr>
<tr>
<td>Draw up a map of commissioning activity at regional, strategic, operational and individual level across Oldham Children’s Trust, along with identification of resources and current accountability and decision making arrangements.</td>
<td>‘Total Resource Mapping’ enables strategic commissioning decisions to be well informed. Identification of resources brought into Oldham by VCS organisations (Big Lottery, Children in Need etc) gives truer picture of overall situation.</td>
<td>Oldham Council, Joint Commissioner – Children &amp; Young People (in conjunction with local Commissioners Network)</td>
<td>September 2010.</td>
<td>Existing Resources.</td>
</tr>
<tr>
<td>Ensure an integrated commissioning strategy for SEND is developed based on the analysis of the SEN &amp; Disability Value for Money (VfM) evaluation framework.</td>
<td>All agencies with parents, children and young people understand what the overall vision is, direction of travel, what resources are available, how effective they are, what gaps there are and what needs to be commissioned over the 3 years within available resources.</td>
<td>Oldham Council, Head of Children with Additional and Complex Needs Service and Joint Commissioner – Children &amp; Young People</td>
<td>March 2011</td>
<td>Existing resources plus support from the Commissioning Support Programme</td>
</tr>
<tr>
<td>Ensure improved life chances for looked after children are achieved through an integrated commissioning strategy.</td>
<td>Analysis of outcomes for Oldham’s LAC informs resource deployment and commissioning strategy including service redesign where necessary. Partner agencies arrange their services accordingly.</td>
<td>Oldham Council, Head of Provider Services and Joint Commissioner – Children &amp; Young People</td>
<td>March 2011</td>
<td>Existing Resources via Multi Agency Looked After Children Strategic Group</td>
</tr>
<tr>
<td>Increase ability to unit cost interventions as part of a consistent approach to determining value for money and better understand cost benefits of interventions</td>
<td>Service costs can be benchmarked and the value of early intervention and prevention activities can be demonstrated.</td>
<td>Oldham Council, Joint Commissioner – Children &amp; Young People and Finance Manager</td>
<td>March 2011</td>
<td>Existing Resources</td>
</tr>
</tbody>
</table>
### Key priority 6: Ensure high quality and secure performance management, quality assurance and information systems are in place across children’s services and an evidence based approach is taken to strategic and operational planning

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Ensure appropriate, safe and secure information sharing arrangements are in place across children’s services.</td>
<td>Increased staff awareness of Information Sharing. Overarching Tier 1 Information Sharing Protocol signed off by LSP partners. Tier 2 Information Sharing Protocols produced by IG Team and signed off by project/operational leads for joint working.</td>
<td>Oldham Council, Head of Modernisation and Information Management</td>
<td>July/August 2010 and then ongoing</td>
<td>Within existing staff resources</td>
</tr>
<tr>
<td>Continued development of robust performance management and reporting framework alongside operational managers</td>
<td>Regular reporting of robust performance information to the Council, relevant external regulators, Children’s Trust Board and the LSCB members in order to influence effective strategic decision making based on reliable evidence. Information and analysis on performance in a format that is accessible and meaningful. Evidence of progress provided through effective monitoring of measures, targets and key project milestones.</td>
<td>Oldham Council, Head of Performance</td>
<td>Throughout 2010/11</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Produce a thorough, wide ranging and up to date analysis of children, young people and families needs, identifying and drawing attention to the variation in outcomes in order to inform Oldham’s new Children and Young People’s Plan (CYPP) 2011 – 2014 and Joint Strategic Needs Assessment (JSNA) Refresh 2010.</td>
<td>An overarching children and young people needs assessment is produced which shows where outcomes most need to be improved and where activity needs to be prioritised, as well as implications for service delivery during 2011/12 and beyond</td>
<td>Oldham Council, Head of Modernisation and Information Management</td>
<td>October 2010</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Implement phase 1 of the CorVu Performance Management project and continue to develop the system through phases 2 -5</td>
<td>Improved availability, timeliness and quality of children’s service’s performance information in relation to local and national performance indicators. Performance information provided on plans, projects and risk. Performance reports readily accessible to Managers, Staff, external regulators, Elected Members and the public.</td>
<td>Oldham Council, Head of Performance</td>
<td>Phase 1 - September 2010. Phase 2 – 5 during 2011/12</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>Implement the electronic Common Assessment Framework system and continue to progress locally agreed ContactPoint milestones.</td>
<td>Practitioners enabled to work together more effectively to provide an improved service experience and continuity of care for children, young people and families who move locations or use multiple services in different areas.</td>
<td>Oldham Council, Head of Modernisation and Information Management</td>
<td>Ongoing</td>
<td>Within existing staff resources</td>
</tr>
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</table>
**Key priority 7: Ensure highly competent, trained and motivated professionals work together to provide a seamless high quality service for children, young people and families**

<table>
<thead>
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<tbody>
<tr>
<td>Embed the work of the re-established Integrated Children’s Workforce Advisory Group (ICWAG) refreshing the Children’s Workforce Strategy and annual action plan.</td>
<td>Revised workforce strategy and action plan developed with a clearer focus on inter agency workforce development and sharing of resource and expertise. Structures and systems in place to enable the effective development, communication and delivery of the workforce strategy.</td>
<td>Oldham Council, Workforce and Organisational Development Service</td>
<td>Monthly ICWAG mtgs, Strategy &amp; annual plan by end June 2010</td>
<td>Existing staff resources</td>
</tr>
<tr>
<td>Develop and implement locally targeted workforce elements of major national initiatives and programmes concerning children and young people to meet both statutory requirements and national and local workforce targets</td>
<td>Targets for accredited Graduate and Level 2 and Level 3 workforce met across all relevant sectors. Aiming High workforce plan implemented. The 15 social work reform recommendations within the Social Work Task Force Report implemented or embedded locally as appropriate. Training updated to develop skills and strategies in relation recommendations of Laming report. Local Workforce implications of Making it Better SHA reorganisation assessed and action plan developed. Awareness and ownership of Think Family approach across the children’s workforce leading to plans for relevant adaptations to work systems, protocols and practices at a range of levels.</td>
<td>Oldham Council, Workforce and Organisational Development Service and Oldham Local Safeguarding Children Board Training Team</td>
<td>March 2011</td>
<td>DCSF, Department of Health, TDA and CWDC funding streams. Existing staff resources and multi agency training pool and LSCB budget for LCSB safeguarding programme</td>
</tr>
<tr>
<td>Develop and implement the new children’s workforce QCF Level 2 and Level 3 workforce development programmes across a number of agencies and support access to the programmes by developing the provision for achieving numeracy and literacy Level 2 accreditation.</td>
<td>Programmes commissioned and on offer from Sept 2010 for both Level 2 and Level 3 qualifications. First workforce cohorts from the early years, youth service, social care and schools sectors commence programmes in Sept 2010. Basic foundation units delivered on an inter agency basis where appropriate</td>
<td>Oldham Council, Workforce and Organisational Development Service</td>
<td>Programmes in place from Autumn 2010 Delivery from Sept 2010 to March 2011</td>
<td>Use of existing budgets available for professional development in relation to NVQ Level 2 and 3 qualifications within each sector</td>
</tr>
<tr>
<td>Continue to embed and enhance multi-agency workforce development and the level of integrated working of the children’s workforce through a range of initiatives and training programmes.</td>
<td>The identified workforce initiatives and training programmes developed and delivered. Level of inter agency working improved as indicated by the CWDC one workforce tool and integrated working assessment to take place in December 2010</td>
<td>Oldham Council, Workforce and Organisational Development Service and Oldham Local Safeguarding Children Board Training Team</td>
<td>March 2011</td>
<td>CWDC funding streams, existing staff resources and multi agency training pool and LSCB budget for LCSB safeguarding programme</td>
</tr>
<tr>
<td>Continue to engage and involve young people in ensuring the children’s workforce in Oldham understands and has the knowledge, skills and attitudes to meet the identified needs of children and young people.</td>
<td>Further support in place for the development of the children’s workforce of the future. Improved understanding of issues that are important to children and young people and more informed decision making by elected members and service managers.</td>
<td>Oldham Council, Workforce and Organisational Development Service (in conjunction with Active Involvement Matters Gp)</td>
<td>March 2011</td>
<td>DCSF, Department of Health, TDA and CWDC funding streams and existing staff resources</td>
</tr>
</tbody>
</table>
Oldham Children’s Trust

Memorandum of Understanding
Contents

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Vision and Values
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Commissioning Arrangements
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Workforce Development Arrangements
User Engagement and Participation Arrangements

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B – Interagency Cooperation Arrangements (Structure Chart)
C – Children’s Trust Lead Officer Roles and Responsibilities
D – Children’s Trust Escalation Templates
E – Children’s Trust Progress Updates
F – Children’s Trust Board Briefing/ Discussion Template
Introduction

Children’s Trusts arrangements provide an interagency framework for partnership working for all agencies involved in delivering local public services to children and young people in an area. Children’s Trusts do not however own assets, or employ staff, nor are they legally accountable bodies for spending public money, or achieving public objectives. They advise and influence local action. Decisions made or principles agreed by Children’s Trusts can influence the deployment of staff and other resources, including the use of assets. As such, adopting a constitution or memorandum of understanding as a governing document sets out the basis on which these arrangements will operate.

This memorandum of understanding aims to promote effective co-operation between partners and to provide transparency on the way we work together. It provides clarity about purpose, roles, responsibilities and accountability; it sets out how we will govern our collaboration so that organisations involved – and people working on their behalf – are clear about roles and functions.

This detailed agreement sets out to:
- capture the vision and way forward;
- state in writing what may have been assumptions regarding the values/principles, aims and intended outcomes of the partnership;
- specifically outline roles and responsibilities;
- outline how the Trust relates to other partnerships;
- identify mutual concerns and establish processes to address these;
- establish the guiding rules and processes of the partnership; and
- establish partnership commitment and contribution.
Purpose

The aim of Oldham Children’s Trust is improve the well-being of local children, young people and families, through effective cooperation between partner organisations. Well being is defined as the five *Every Child Matters* positive outcomes:

- be healthy;
- stay safe;
- enjoy and achieve;
- make a positive contribution; and
- achieve economic well-being.

NB. These outcomes are enshrined in section 10(2) of the Children Act 2004 and are underpinned by the General Principles of the United Nations Convention on the Rights of the Child (UNCRC).

By children and young people, we mean:

- every child and young person, aged 0 to 19;
- young people leaving local authority care, aged up to 21 (or 25 if they are in full-time education); and
- young people with learning disabilities, aged up to 25

In practice this means all commissioners and current and potential providers of services for children, young people and their families coming together to improve their prospects for the future and redress inequalities that exist between the most disadvantaged and their peers. It means better integrated and outcome focused ways of working on a whole range of issues to tackle complex problems and to make a real difference to the experience and life chances of children, young people and families living in Oldham.

In order to produce such integrated working at all levels, from planning through to delivery with a focus on improving outcomes, Oldham Children’s Trust has to put in place the five essential components that are described in the *Every Child Matters Change for Children Programme*. This means developing and promoting:

- a child and family-centred, outcome-led vision;
- inter-agency governance, with robust arrangements for inter-agency co-operation;
- integrated strategy through new joint planning and commissioning arrangements and an over-arching Children and Young People’s Plan;
- integrated processes sustained by a shared language and values, and common systems and processes; and
- integrated front line delivery organised around the child, young person or their family rather than professional boundaries or existing agencies

These arrangements are portrayed as a single model, commonly known as the ‘onion’ diagram....
This change programme requires significant transformation in culture and working practices at every level, while maintaining and improving services. All these essential features need to be put in place and, taken together, will improve outcomes for children, young people and families in local areas.

Oldham Children’s Trust is committed to driving through this whole-system change, and as this document illustrates, will achieve this through clear leadership and lines of accountability, a joint outcome-focused vision, full engagement of all key partners and an array of effective local change programmes.

This commitment will also be clearly articulated in Oldham’s Children and Young People’s Plan 2011-2014. This new-style plan will become a joint strategy in which all Children’s Trust partners will set out how they will cooperate to improve the well-being of Oldham’s children, young people and families. It will be firmly rooted in a robust assessment of need and will identify the main cross cutting priorities that children’s trust partners will focus on to deliver, both together and individually during the course of their normal functions.
Vision and Values

Our Vision

In working together to improve outcomes for children and young people, Oldham Children’s Trust is committed to a shared ambition that:

“All children and young people in Oldham have an equal opportunity to thrive within their families and communities; and those at risk of marginalisation, exclusion and underachievement are protected and supported, particularly at times of need and transition”

This vision is underpinned by agreed and shared values to:

- strive for excellence;
- embed a focus on early intervention and prevention into the routine delivery of all services to children, young people and families;
- safeguard and protect vulnerable children within a framework of universal services to improve the well being of every child;
- narrow the gap in outcomes between the most vulnerable children and their peers;
- stretch the most able;
- consult, listen to and hear the voices of children, young people and families and provide them with opportunities to participate in decision-making;
- use evidence on outcomes for service users as the basis for improving standards and targeting resources;
- commission or deliver the right services to the right people in the right place at the right time for all children, young people and families;
- promote interaction between children and families from different backgrounds; and
- deliver excellent, integrated working across services through investing in a skilled, well trained and valued workforce.

Success in implementing this vision and set of values will be articulated in Oldham’s Children and Young People’s Plan (CYPP) and tested out against evidence from/evaluated against local strategic goals connected to the five Every Child Matters (ECM) outcomes:

1. Be Healthy – children and young people enjoy good physical, emotional and mental health and live a healthy lifestyle

2. Stay Safe - children and young people are protected from harm and neglect, have stability and are cared for, and feel safe in the communities where they live, go to school, play and work

3. Enjoy and Achieve - children and young people enjoy high quality and personalised learning at all stages of their education, attend and participate in their learning, make good progress and achieve all that they can;

4. Make a Positive Contribution - children and young people enjoy a range of play, sports and cultural opportunities, participate positively in their communities and choose not to engage in crime and anti-social behaviour
5. Achieve Economic Well Being - children and young people have high aspirations, actively engage in further education, employment or training on leaving school, develop skills for employability and are not disadvantaged by poverty

All Children’s Trust Board members to this Memorandum of Understanding identify themselves and their organisations/services/sectors as committed to this vision and underpinning set of values.
Governance Arrangements

Definition
The word ‘governance’ is from the Latin to “steer.” It is part of the management or leadership processes which ensure organisations and systems are efficient, effective and sustainable. As Oldham Children’s Trust is made up of many agencies with different processes and cultures, effective governance arrangements are needed more than ever to create a coherent system and secure improved outcomes.

Governance is also about managing risk, and through assurance processes, managing clear lines of reporting for performance monitoring on process, outcomes and compliance, as well as general accountability arrangements. As acknowledged by recent statutory guidance from the Department of Children, Schools and Families (DCSF), strong, clear governance is critical to the success of all Children’s Trusts.

In practical terms, this translates into Oldham Children’s Trust having:

- an integrated governing board;
- robust arrangements for inter-agency co-operation;
- clear lines of accountability;
- strong reporting arrangements;
- a methodology for agreeing strategy, priorities and plans and monitoring outcomes;
- processes to identify and manage risk;
- robust performance management arrangements; and
- a system for securing best value in use of resources.

The following pages therefore set out the governance arrangements that have been to be put in place across Oldham Children’s Trust to ensure the above principles are met and there is a common understanding of roles and responsibilities of all those involved in its core functions.

Governing Board
Oldham Children’s Trust Board has been strengthened to ensure all senior partners with a role in improving children and young people’s well-being come together and provide strong interagency governance to Oldham Children’s Trust co-operation arrangements as a whole. Appendix A sets out the revised Terms of Reference and membership for Oldham Children’s Trust Board

Interagency Cooperation Arrangements
An interagency framework for partnership working across Oldham Children’s Trust has been agreed, which sets out how we will govern our collaboration at executive, strategic/tactical levels across Oldham Children’s Trust. Appendix B sets out the building blocks of our Children’s Trust co-operation arrangements and illustrates which key strategic groups are currently driving forward the day to day business of Oldham Children’s Trust.

Accountability
In order to ensure Children’s Trust strategic agendas are being effectively managed, the following arrangements have been put in place:

- Every Child Matters (ECM) Outcome Leads have been identified from across the newly formed Children and Young People Senior Management Team in the Council
to focus on delivering improved outcomes for local children, young people and their families.

- **Integrated Practice Leads** have been identified to ensure an integrated approach to planning, processes and systems is in place across Oldham Children’s Trust.
- **Integrated Delivery Leads** have been identified to drive forward the operational changes needed to improve integrated frontline delivery across children’s services in Oldham.

*Appendix C outlines who the lead officers are for each work stream in Oldham Children’s Trust arrangements and provides clarity on lead officer roles and responsibilities.*

**Reporting Arrangements**

To enable ECM Outcome Groups and Integrated Practice and Delivery Groups to report efficiently and effectively across Oldham Children’s Trust (i.e. vertically as well as horizontally), the following arrangements have been put in place:

**Children’s Trust Escalation Template**

An escalation template has been created to ensure issues, risks, pressures etc in respect of Children’s Trust business can be promptly escalated to relevant parts of the Children’s Trust governance structure. *Appendix D provides the Children's Trust Escalation Template to be used by ECM Outcome and Integrated Practice and Delivery Leads/ Group Coordinators.*

**Children’s Trust Progress Updates**

To enable Oldham Children’s Trust Board to form a collective view of the extent to which outcomes for children, young people and families are improving and priorities and targets in the Children and Young People’s Plan are being achieved, ECM Outcome and Integrated Practice and Delivery Lead Officers are required to provide regular thematic progress updates. *Appendix E provides a structure for Children's Trust Progress Updates.*

**Children’s Trust Briefing/ Discussion Paper Template**

A template has been created to ensure that information presented to Oldham Children’s Trust Board is clear and succinct, and any decisions required by the Board are explicit. This template can also be used as a covering sheet to accompany pre-existing reports/documents. *Appendix F provides Oldham Children’s Trust Briefing/ Discussion Paper Template.*
Area Working Arrangements

Oldham Children’s Trust is committed to improving the outcomes and maximising life chances of all children and young people in Oldham by delivering effective, high quality, integrated services at a local level. Oldham Children’s Trust recognises that turning this vision into reality will require creating a whole systems approach which:

- ensures the needs of children, young people and their families are placed at the heart of service delivery;
- recognises children’s centres and schools as central to delivery - providing community hubs for families to receive integrated, seamless services with ‘one front door’;
- delivers a minimum universal core offer to children, young people and their families;
- prioritises prevention and early intervention;
- embraces a ‘think family’ philosophy to ensure the needs of individuals are seen and addressed in the context of the whole family;
- promotes new ways of working to enable professionals from different disciplines to work together supported by common systems and shared information; and
- effectively engages children, young people and their families at a local level in the planning and evaluation of services.

This commitment is being turned into reality by the work of Oldham Children’s Trust ‘Integrated Delivery Advisory Group.’ This group is made up of senior representatives from across the Children’s Trust and the Council’s People, Communities and Society Directorate in order to drive forward district working across children’s services in line with the wider corporate approach. This group is also leading on the implementation think family reforms across Oldham. The ‘Integrated Delivery Advisory Group’ is directly accountable to Oldham Children’s Trust Board, and in turn to the Oldham Partnership. A number of dedicated task and finish/ steering groups will be formed to support the work of this overarching group in implementing its strategic intent.
Commissioning Arrangements

Oldham Children’s Trust accepts the definition of commissioning as defined by the DCSF and DOH Commissioning Support Programme:

“Commissioning is the process for deciding how to use the total resource available for children, young people and parents in order to improve outcomes in the most efficient, effective, equitable and sustainable way.”

(Commissioning in Children’s Services – Commissioning Support Programme 2009).

Oldham Children’s Trust recognises that there are various commissioning frameworks within which partner organisations work but in respect of the way organisations work together to commission services for children, young people and families the following principles shall underpin our approach:

- basing all decisions on outcomes;
- working with children, young people and parents to understand their needs and involve them in decision making;
- providing early intervention services at the earliest appropriate moment;
- agreeing to narrow the gap between those falling behind and the rest;
- sustaining stable relationships between key practitioners and vulnerable children;
- using open and transparent processes that build confident partnerships;
- using commissioning not just to retain existing services or commission new ones, but, where necessary, to decommission services which are inefficient, ineffective, inequitable or unsustainable;
- making all processes lean and aiming for improvement;
- using contestability and packaging of work for small providers;
- providing respective challenge for all practitioners;
- taking account of value for money in all decisions;
- ensuring use of shared processes such as lead professional arrangements and the Common Assessment Framework; and
- providing information to enable performance management.

The context within which the Children’s Trust will commission is influenced by both the considerable resource challenge facing Children’s Trust partners and the developing approach to neighbourhood/locality working.

The Integrated Commissioning Advisory Group will lead on the Children’s Trust commissioning process on behalf of the Children’s Trust Board.
Performance Monitoring Arrangements

Oldham Children’s Trust Board has the overarching responsibility for ensuring that performance measures and targets identified within Oldham’s Children and Young People Plan (CYPP) and Local Area Agreement (LAA) are being met.

Performance is monitored and reported on a quarterly basis to the Children’s Trust Board so that can be jointly shared, examined and challenged to ensure early identification of issues amongst all partners.

Reporting Timescale

Each quarter, information is requested from Accountable Officers on all performance indicators contained within Oldham’s Children and Young People Plan (CYPP) by the Council’s Performance Team. A quarterly report is then created using the most up to date performance information for discussion at Children’s Trust Board meetings. The schedule for 2010/11 is indicated below:

<table>
<thead>
<tr>
<th>CHILDREN’S TRUST PERFORMANCE REPORTS 2010/11</th>
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<tbody>
<tr>
<td>Period</td>
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<tr>
<td>CT Board Meeting</td>
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Requests for performance information to feed into these quarterly performance reports is made to Accountable Officers, again via the Council’s Performance Team. The timeframes for this process in 2010/11 are set below:

<table>
<thead>
<tr>
<th>PERFORMANCE INFORMATION REQUESTS 2010/11</th>
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<tbody>
<tr>
<td>Period</td>
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<tr>
<td>Request</td>
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<tr>
<td>Deadline</td>
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Targeting Setting

Targets are set annually by Accountable Officers for national and local indicators at the start of the reporting year. This enables The Council's Performance Team to monitor and measure performance in a consistent and effective manner, and allocate performance indicators in each report a RAG (Red, Amber, and Green) rating depending on performance.

Tackling under performance
Every Child Matters (ECM) Thematic leads are requested on a quarterly basis to present performance ‘highlights’ and ‘challenges’ to the Children’s Trust Board. It is also the responsibility of Thematic Lead Officers to provide information to the Board on interventions that are in place to improve areas of underperformance so it can be scrutinised whether interventions are robust, achievable, deliverable, prioritised and adequately resourced.

**Comprehensive Area Assessment**

The work of the Children’s Trust partners will normally be assessed as part of the Comprehensive Area Assessment (CAA) which will draw on regulation and inspection findings of many of the partners, and consider performance against national indicators. Inspectorates will however inspect partnership arrangements if outcomes are poor or not improving and not enough is being done to remedy it. Where CAA identifies significant concerns, an inspection of the work of the Children’s Trust Board may be triggered. Ofsted and the Care Quality Commission, the independent regulator of health and adult social care services, also undertake a three year rolling programme of inspections of outcomes and services for safeguarding and looked after children’s services. In both cases the inspections assess partnerships as an aspect of leadership and management.
Workforce Development

In line with the central Government vision, Oldham Children’s Trust is committed to ensuring that everyone who works with children and young people in Oldham (i.e. paid and unpaid workers from the statutory, private, independent, voluntary, community and faith sectors) are:

- ambitious for every child and young person;
- excellent in their practice;
- committed to partnership and integrated working; and
- respected and valued as professionals.

The local vision for Oldham Children’s Workforce is that it will be ‘integrated, inclusive, highly competent, sufficient in capacity and skills and fit for purpose in serving the needs of children and young people.’

To ensure that every part of the children’s workforce in Oldham achieves this vision, Oldham Children’s Trust will:

- invest in workforce planning, recruitment, retention, training and development;
- build the capacity of the children’s workforce to work across professional boundaries and implement new ways of working;
- ensure members of the children’s workforce, whatever their role, have the skills and knowledge to do the best job they possibly can and to help children and young people develop and succeed across all the Every Child Matters outcomes; and
- ensure the voice of the children’s workforce in terms of their concerns, experiences and views directly influence workforce reform at a local level.

This commitment is being turned into reality by the work of Oldham Children’s Trust ‘Integrated Children’s Workforce Advisory Group’ which includes ‘workforce champions’ from across all sectors of the children’s workforce and is accountable to both Oldham’s Local Safeguarding Children Board and Children’s Trust Board. This group will use the development of a new Children’s Workforce Strategy and annual workforce development plan as the main high level mechanism to drive this area of work forward.
User Engagement and Participation

Oldham Children’s Trust is committed to ensuring children, young people and parents/carers have a strong voice in all matters that affect their lives. This includes asking them what works, what doesn’t work and what could work better and involving them in the design, delivery and evaluation of services on an ongoing basis.

This commitment is underpinned by following fundamental principles:

- All children, young people and parents/carers are experts on their own lives.
- Children, young people and parents/carers have the right to be involved in all decision-making that affects them.
- Children, young people and parents/carers participation in decision-making is key to achieving improved outcomes for children and young people.
- Participation is about making everyday choices as well as seeking to influence wider public decision-making and policy and service development.
- Everyone that works with children, young people and parents/carers in Oldham has a responsibility to encourage and support their active involvement in decision-making.

Professionals across Oldham Children’s Trust are working together to promote participation in a consistent manner across all disciplines and services irrespective of the organisation. Established groups driving this work forward include the Active Involvement Matters Group, which brings together representatives working across the Trust who have an interest in promoting the active involvement of children and young people; and the Parenting Strategy Group which is increasing and targeting opportunities for parents/carers to have a say in decisions that affect their families’ lives.

The principle of active involvement of children, young people and parents/carers across Oldham Children's Trust is also being turned into practice at a variety of levels, as described below.

**Strategic Level**

a) Oldham Children’s Trust Board focusing on ‘participation and engagement’ as a recurring work strand within its annual business cycle. Board members being briefed on key achievements and challenges so they can anticipate and overcome any risks and issues connected to delivery of activity, as well as set clear goals in respect of effective participation of children, young people and parents/carers for the future.

b) Annual events being planned with children, young people and parents/carers to understand their views, opinions and concerns across the Every Child Matters (ECM) framework. Their feedback then directly influencing priorities and actions contained in Oldham’s Children and Young People’s Plan.

**Community Level**

a) Oldham Youth Council enabling young people across the 11-21 age range and the diverse communities within Oldham to have a voice on all matters affecting their lives
b) District Youth Voice Forums ensuring children and young people are meaningfully engaged in local decision making processes and are able to shape and influence local services and provision.

c) A range of community based groups (including Children’s Centre Advisory Boards and forums in schools) ensuring that parents/ carers are able to shape, influence and evaluate local services and provision.

**Service Level**

a) Children, young people and parents/ carers being routinely and systematically involved in the planning, design and development of services that affect their lives, as well as recruitment and induction processes.

Oldham Children’s Trust acknowledges that not all children, young people and parents/ carers will want to be involved. The Trust will however ensure participation continues to be about providing choices and opportunities for all children, young people and parents/ carers (irrespective of circumstance) to have an input into decisions that affect their lives.
Children’s Trust Board Terms of Reference

Purpose

The Children’s Trust Board is the statutory body which provides interagency governance to the co-operation arrangements across children’s services in Oldham as a whole. It is also responsible for bringing all partners with a role in improving children and young people’s well-being together to agree a common strategy (i.e. the Children and Young People Plan) and to ensure that partners stick to the agreed strategy.

Aims and Objectives

Strategic Governance

- To put in place robust arrangements for interagency governance that will drive forward better integrated services to improve outcomes for children and young people, and to oversee the ongoing development and review of these arrangements.
- To hold Children’s Trust sub-groups to account for the planning and delivery of strategic goals by:
  - agreeing their annual work programmes; and
  - receiving reports on their impact and effectiveness in improving outcomes for children and young people in order to monitor their effectiveness.
- To give consideration to, and where appropriate, ratify all significant service developments, strategies and plans concerning children and young people and ensure they contribute to positive outcomes for children and young people in Oldham.

Strategic Planning

- To develop and promote a local vision – set out in the Children and Young People’s Plan (CYPP) – to drive improved outcomes for children, young people and their families.
- To understand and act upon what more needs to be done to improve safeguarding in the area through receiving regular scrutiny reports from the Local Safeguarding Children Board about the extent to which all agencies work in accordance with Section 11 of the Children Act 2004.
- To develop and publish a joint Children and Young People's Plan to show how partners on the Children’s Trust Board will work together to improve children and young people’s well being (i.e. the five Every Child Matters outcomes as defined in section 10 of the Children Act). This will involve:
  - developing a rigorous understanding of children and young people’s needs and agreeing local priorities that will help meet these needs;
  - agreeing sustainable and diverse ways to improve outcomes for children, young people and their families in Oldham based on identified need and available resources;
  - scrutinising and monitoring progress on the implementation of the Plan, and challenging robustly where necessary; and
- producing an annual Children’s Trust Board monitoring report which considers progress towards achieving all targets and priorities set out in the Plan, the extent to which partners have acted in accordance with the Plan, the effectiveness of local governance and partnerships, along with implications for future action.

- To ensure the Children and Young People's Plan is fully consistent with the Sustainable Community Strategy and Local Area Agreement, and is informed by the statutory Joint Strategic Needs Assessment (JSNA) so there is a strong read across on shared priorities for children, young people and families.

**Strategic Commissioning**

- To oversee the use of the ‘total’ resource available for children, young people, parents and carers in Oldham in order to improve outcomes in the most efficient, effective, equitable and sustainable way.

- To make plans for the integration and alignment of budgets in order to provide value for money in service delivery and commissioning.

- To agree a strategic commissioning framework within which all partners will commission services for children and young people in a co-ordinated way.

- To agree annual and longer-term commissioning priorities linked to the Children and Young People’s Plan.

**Performance Management**

- To secure and maintain effective performance management arrangements for the Children and Young People’s Plan and Children and Young People’s block of the Local Area Agreement.

- To take overall responsibility for the performance management of the delivery of the Children and Young People’s Plan.

- To ensure comprehensive data collection and sharing arrangements are in place for all partners working with children and young people.

- To respond to Comprehensive Area Assessments and implement findings and recommendations in a structured way.

**Workforce Development**

- To take a leading role in driving forward development of an integrated children and young people’s workforce in the area and to ensure there is multi-disciplinary training in place.

- To promote the consistent adoption and use of shared processes, tools and systems across the partnership that support integrated working and to ensure all Children’s Trust partners take individual responsibility for implementing and embedding them into their regular and routine working practices.
Communication and Engagement

- To ensure comprehensive and accessible information on services, support and advice is available to all parents, children and young people in the local area and to identify any improvements that are needed.

- To ensure the effective communication of priorities, work and outcomes achieved through joint working under children’s trust arrangements.

- To ensure there is regular ongoing engagement with children, young people and families to help evaluate progress and seek advice on what services are needed as well as the quality of those already offered.

Linkages to the Local Strategic Partnership

Oldham Children’s Trust is a thematic block of the Oldham Partnership (i.e. Oldham’s LSP) and is firmly positioned within this structure. The Children’s Trust is responsible for informing the work of the Oldham Partnership as it relates to children, young people and families, and for identifying and championing children and young people’s interests within the process of agreeing and implementing targets in the Local Area Agreement (LAA).

This is achieved by:
- The Children’s Trust having named accountability within the LAA for a range of indicators and targets which relate to children, young people and families, and span the three themes of the Oldham Sustainable Community Strategy
- The Chair and Vice Chair of the Children’s Trust Board reporting on the Trust’s progress and performance in delivering aspects of the LAA on an annual basis to the Oldham Partnership Executive Board and Steering Group
- The Chair and Vice Chair of the Children’s Trust Board acting as key thematic points of contact for the development and refresh of the Sustainable Community Strategy and LAA
- The Chair and Vice Chair of the Children’s Trust Board acting as key thematic links for the review and assessment processes with Government Office North West (GONW) and the Audit Commission
- Individual Every Child Matters Outcome Leads engaging with other LSP thematic partnerships to ensure children and young people issues are being fully integrated into those of the wider community
- The Children’s Trust Development Officer and Joint Commissioner for Children and Young People supporting the operation and development of the Children’s Trust as part of the overall LSP structure and ensuring effective links are made with broader LSP work streams such as commissioning, research etc

Linkages to the Local Safeguarding Children Board

The Local Safeguarding Children Board (LSCB) is a statutorily required body, responsible for the protecting children and young people in Oldham from harm and promoting their well being. The Board forms part of the Children’s Trust arrangements but is an independent body in its own right.
The LSCB will scrutinise the work of the Children’s Trust Board to ensure that performance and decisions reached safeguard and promote the welfare of children and young people. This will be achieved by:

- The Stay Safe Outcome Lead representing the views and interests of the LSCB through consistent representation at the Children’s Trust Board and challenging the Children’s Trust Board in their success in ensuring children and young people are kept safe;
- The LSCB producing an annual report on the effectiveness of safeguarding children and young people in the borough in accordance with new Working Together guidance and presenting to the Children's Trust Board to act on the advice and findings in the report;
- The LSCB presenting regular scrutiny reports from the about the extent to which all agencies work in accordance with Section 11 of the Children Act 2004 to the Children’s Trust Board to ensure it understands and acts upon what more needs to be done to improve safeguarding in the area;
- The Children's Trust Board ensuring that the LSCB is a formal contributor and consultee on the development and review of Oldham’s Children and Young People’s Plan to ensure the Plan covers strengths and weaknesses in the area in respect of safeguarding and sets out what more needs to be done by each partner to improve outcomes;
- Performance measures related to Stay Safe outcomes contained in the Children and Young People’s Plan being monitored and scrutinised by both Boards; and
- Minutes of meetings being shared between the Boards and pertinent matters arising being discussed.

The fact that there is considerable membership overlap with the Director of Children’s Services, Cabinet Member for Children’s and statutory agency representatives sitting on both Boards, will also help to ensure the right systems and quality of services and practices are in place so that children and young people in Oldham are properly safeguarded.

Additional accountability arrangements are also in place to ensure the local authority meets its specific corporate safeguarding responsibilities, and involves the independent LSCB Chair, the Council’s Chief Executive, the Lead member and Leader of the Council and the Assistant Executive Director – Children and Young People (Director of Children’s Services).

**Membership**

<table>
<thead>
<tr>
<th>Relevant Statutory Partners (“Duty to cooperate”)</th>
<th>Role</th>
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<tbody>
<tr>
<td>Local Authority</td>
<td>Assistant Executive Director –Children and Young People (statutory Director of Children’s Services) (Chair)</td>
</tr>
<tr>
<td></td>
<td>Cabinet Member for Children’s Services</td>
</tr>
<tr>
<td></td>
<td>Shadow Cabinet Member for Children’s Services</td>
</tr>
<tr>
<td></td>
<td>Elected Member (identified through the Oldham Partnership Elected Member Protocol)</td>
</tr>
<tr>
<td><strong>Relevant Statutory Partners (“Duty to cooperate”)</strong></td>
<td><strong>Role</strong></td>
</tr>
<tr>
<td>---------------------------------------------------</td>
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</tr>
</tbody>
</table>
| **Local Authority**                               | Associate Assistant Director – Family and Youth Support Services (Be Healthy and Make a Positive Contribution Outcome Lead)  
Associate Assistant Director – Learning and Attainment (Enjoy & Achieve and Achieve Economic Well Being Outcome Lead)  
Associate Assistant Director – Safeguarding Vulnerable Children and Young People (Stay Safe Outcome Lead)  
Chief of Staff  
Joint Commissioner – Children and Young People  
Head of Workforce and Organisational Development *  
Head of Performance *  
Head of Modernisation & Information Management *  
Finance Manager – Children and Young People *  
Children’s Trust Development Officer (Support) |
| **Primary Care Trust**                            | Director of Clinical Leadership, NHS Oldham and Deputy Director, NHS Oldham |
| **Police**                                        | Chief Superintendent, Greater Manchester Police, Oldham Division |
| **Connexions and Youth Offending Service**        | Chief Executive, Positive Steps Oldham |
| **Probation Service**                             | Assistant Chief Executive, Probation Service |
| **Schools**                                       | Chair of Secondary Heads  
Chair of Primary Heads |
| **Sixth Form College**                            | Principal |
| **Further Education College**                     | Principal |
| **Jobcentre Plus**                                | Local Partnership Manager |
| **Other Partners (No duty to cooperate)**         | **Role** |
| **Third Sector**                                  | Chair or Vice Chair of VCS Hub |
| **General Practitioners**                         | To be confirmed |
| **Other local authority services**                | Assistant Executive Director - Adults Services |

* = Advisers/ Observers who will be invited to attend meetings for specific purposes or items
Member Roles and Responsibilities

Children’s Trust Board members will:
• become a signatory to the Children’s Trust Memorandum of Understanding;
• attend all Children’s Trust Board meetings where possible and when unable to do so will send a suitable deputy with appropriated decision taking powers;
• attend meetings on time and not leave early;
• be prepared for meetings by reading papers in advance;
• respond to emails and other communications;
• represent their organisation or sector and ensure information is fed back;
• engage with and contribute to the various local arrangements for co-operation that are put in place (i.e. partnerships, tools and processes);
• ensure that appropriate action is taken within their organisations/ sector to implement agreed actions for which the Children’s Trust Board has delegated authority and responsibility;
• produce reports and briefings requested by the Children’s Trust within agreed timescales
• share information and consult with the Children’s Trust on children’s service developments within their organisation;
• be committed to equality of opportunity;
• display consistency and honesty in achieving consensus through debate;
• respect the views of other members;
• respect confidential information;
• remain focused and strategic and on getting things done;
• be participative, inclusive, accessible and non-stigmatising;
• be prepared to learn from each other and from good practice elsewhere; and
• make an effort to look after everyone’s interest, recognising that this is possible without everyone being present.
Code of Conduct
Oldham Children’s Trust Board has adopted the Nolan Committee’s seven principles of public life. All representatives and partner agencies will have regard to these principles in the work of the Children’s Trust. These principles are:
1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Chair and Vice Chair
The Children’s Trust Board will be chaired by the Assistant Executive Director – Children and Young People (statutory Director of Children’s Services - DCS). The Vice Chair will be the Chief Executive of Positive Steps Oldham, who along with the DCS, is also a thematic lead for the Children’s Trust within the wider Oldham Partnership structure. The Chair and Vice Chair will act objectively and distinguish their role as chair from any other day-to-day job. The Chair and Vice Chair will ensure that:
- partnership objectives are driven forward in accordance with the terms of reference;
- Children and Young People’s Plan objectives and actions are implemented and the agreed outcomes achieved;
- governance and accountability arrangements are adhered to;
- performance management and reporting arrangements are adhered to;
- sub-groups report as agreed and reports are produced in a timely and acceptable fashion;
- members feedback to organisations/sectors as appropriate; and
- meetings are conducted in a business-like manner that ensures active participation.

Representation
Each member representative will have sufficient delegated authority from their host organisation that enables them to make decisions on its behalf, give strategic leadership and direction and drive through change. Each member representative will also be able to answer for their organisations delivery of their commitments in the Children and Young People Plan. They will commit their organisation to joint working and where appropriate resource contribution to support the work of the Board. Where the member is representing a group or a sector, they shall represent the overall views of that sector. All members will report back to their organisation/group or sector on debates within the Children’s Trust Board.

Absence from Meetings
Should Children’s Trust Board members be unable to attend, they may nominate a suitable and well-briefed deputy with decision-making powers to attend on their behalf. Alternative representation or deputies should be provided to the Children’s Trust Development Officer in advance of the meeting. A member who misses two consecutive meetings without apology will be contacted by letter and may be removed from the Board.

Decision - Making
Decisions will (wherever possible) be made by consensus and agreement. Voting by a show of hands may be needed on decisions that commit finance and in circumstances where consensus cannot be reached. The Chair of the meeting will have the casting
vote if required. When decisions of the Trust Board require a further formal decision, or ratification, by a partner agency, it will become the responsibility of the relevant representative to ensure that the matter is duly referred on to the formal decision-making body of the partner agency and to report on the outcome to the Children’s Trust Board.

Conflict of Interest
All representatives on the Children’s Trust Board will declare any personal interest they may have in any agenda item or other matter under discussion at the start of the meeting. Depending on the nature of the conflict the Chair and other members may decide there will be no further involvement by that member in the particular issue where there is conflict. The said member may be asked to withdraw while the particular issue is dealt with and accordingly shall comply. All expressions by members where a conflict applies to a particular issue are encouraged in advance and shall, where appropriate, be treated as confidential. Provider organisations may be excluded from specific investment and procurement decision making.

Conflict Resolution Arrangements
In the first instance, partners involved in a dispute should aim to resolve the issue(s) between themselves. If the issues remains unresolved, either partner may then refer the issue to the Children’s Trust Board. If the Board is unable to resolve the issues, partners may wish to seek further recourse through independent mediation, or as a last resort, legal action. The Cabinet Member and Director of Children’s Services should be informed of the outcome of this process, including whether or not the dispute has been resolved.

Frequency of Meetings
The schedule for meetings of the Children’s Trust Board shall be bi-monthly. Meetings will be agreed annually in advance and will last no more than 3 hours.

Agendas and Papers
The Chair, in partnership with the Children’s Trust Development Officer, will set the agenda for each meeting. Any member may give notice that they wish to include an item on the Children’s Trust Board agenda by providing the Children’s Trust Development Officer with notice where possible 15 working days in advance. All written reports/papers in support of agenda items must reach the Children’s Trust Development Officer at least 7 working days before the meeting. Agenda and papers will be made available to members a minimum of 5 clear working days in advance of the meeting.

Administration/ Support to the Board
Support for the development of Children’s Trust business will be co-ordinated by Oldham Council through the People, Communities and Society Directorate. Administration and servicing of meetings will be provided for the first 6 months by the local authority. Arrangements will be reviewed after this period.

Financial Arrangements
There will be a need to adequately resource Oldham Children’s Trust Board and associated sub-groups to discharge their roles effectively. Further work will need to be undertaken to evaluate the key activities required to support the effective functioning of
Oldham Children’s Trust and to analyse the current capacity to undertake this work in the future.

**Amendments to Board Terms of Reference and Membership**
The Children’s Trust Memorandum of Understanding, including the terms of reference and membership, will be subject to annual review by the Board. The annual Children’s Trust Board monitoring report will also be prepared and presented to the Local Strategic Partnership and respective governing bodies of partner organisations.

**Risk Management Arrangements**
A risk analysis of the Children and Young People’s Plan will be developed and will be reviewed by the Children’s Trust Board on an annual basis. Unanticipated issues and risks will also be escalated to the Children’s Trust Board by Children’s Trust sub-groups as appropriate. The local authority overview and scrutiny committee may also review and scrutinise decisions made or actions taken in connection to the discharge of functions which are the responsibility of the authority, which include the delivery of children’s services. In doing so, the Overview and Scrutiny Committee may request information covering the full range of services for children and young people and not just those commissioned or provided by the local authority.
We recognise that the form and function of some of these strategic/ tactical groups will inevitably change over time in response to changing priorities, issues and needs of the Trust. We equally acknowledge there are a range of other multi-agency groups both supporting these strategic/ tactical groups as well as working at an operational local level to drive forward improved outcomes for children and young people. Groups are placed under thematic areas for accountability purposes and on a ‘best fit basis.’
<table>
<thead>
<tr>
<th>Work Stream</th>
<th>Form</th>
<th>Function</th>
<th>Coordinator/ Link Officer</th>
<th>Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be Healthy Outcomes</td>
<td>The Healthy Weight for Children Strategy Group</td>
<td>To prevent and reduce the prevalence of overweight and obesity in children up to age 19 years and their families.</td>
<td>Healthy weight lead for Public Health and the PCT (commissioning) <a href="mailto:jojarrington@nhs.net">jojarrington@nhs.net</a></td>
<td>Associate Assistant Director, Family and Youth Support</td>
</tr>
<tr>
<td>CAMHS Strategy &amp; Commissioning Group</td>
<td>To oversee the planning and delivery of the joint strategy for children and young people with mental health, emotional and behavioural difficulties.</td>
<td>Senior Project Manager (Mental Health) NHS Oldham <a href="mailto:sianwimbury@nhs.net">sianwimbury@nhs.net</a></td>
<td>Senior Project Manager (Mental Health) NHS Oldham <a href="mailto:sianwimbury@nhs.net">sianwimbury@nhs.net</a></td>
<td>Senior Project Manager (Mental Health) NHS Oldham <a href="mailto:sianwimbury@nhs.net">sianwimbury@nhs.net</a></td>
</tr>
<tr>
<td>Complex Needs &amp; Disabilities Group</td>
<td>To develop and implement an integrated commissioning and delivery strategy for the parents of and children and young people with special educational needs / additional and complex needs</td>
<td>Head of Additional &amp; Complex Needs Service <a href="mailto:Gary.mcbrrien@oldham.gov.uk">Gary.mcbrrien@oldham.gov.uk</a></td>
<td>Deputy Director, NHS Oldham <a href="mailto:sianwimbury@nhs.net">sianwimbury@nhs.net</a></td>
<td>Deputy Director, NHS Oldham <a href="mailto:sianwimbury@nhs.net">sianwimbury@nhs.net</a></td>
</tr>
<tr>
<td>Teenage Pregnancy Partnership</td>
<td>To ensure the delivery of the teenage pregnancy strategy to reduce under 18 conceptions and support young parents back into education and employment.</td>
<td>Chief Executive, Positive Steps Oldham (Interim) <a href="mailto:timmitchell@positivestepsoldham.org.uk">timmitchell@positivestepsoldham.org.uk</a></td>
<td>Associate Assistant Director, Family and Youth Support <a href="mailto:timmitchell@positivestepsoldham.org.uk">timmitchell@positivestepsoldham.org.uk</a></td>
<td>Associate Assistant Director, Family and Youth Support <a href="mailto:timmitchell@positivestepsoldham.org.uk">timmitchell@positivestepsoldham.org.uk</a></td>
</tr>
<tr>
<td>DAAT Joint Commissioning Group (JCG) - Young People</td>
<td>To lead on the strategic development and commissioning of substance misuse services in Oldham</td>
<td>DAAT Strategic Manager <a href="mailto:janetsewart@positivestepsoldham.org.uk">janetsewart@positivestepsoldham.org.uk</a></td>
<td>Chief Superintendent, Greater Manchester Police, Oldham Division and Assistant Chief Executive <a href="mailto:janetsewart@positivestepsoldham.org.uk">janetsewart@positivestepsoldham.org.uk</a></td>
<td>Chief Superintendent, Greater Manchester Police, Oldham Division and Assistant Chief Executive <a href="mailto:janetsewart@positivestepsoldham.org.uk">janetsewart@positivestepsoldham.org.uk</a></td>
</tr>
<tr>
<td>Strategic School Sport Group</td>
<td>To provide management and direction to the implementation and delivery of the PE and Sport Strategy for Young People (PESSYP) in Oldham and to provide a collaborative mechanism to champion the value of sport in addressing wider agendas and delivering outcomes for children and young people in Oldham.</td>
<td>Head of Integrated Youth, Oldham Council <a href="mailto:neil.consterdine@oldham.gov.uk">neil.consterdine@oldham.gov.uk</a></td>
<td>Head of Integrated Youth, Oldham Council <a href="mailto:neil.consterdine@oldham.gov.uk">neil.consterdine@oldham.gov.uk</a></td>
<td>Head of Integrated Youth, Oldham Council <a href="mailto:neil.consterdine@oldham.gov.uk">neil.consterdine@oldham.gov.uk</a></td>
</tr>
<tr>
<td>Stay Safe Outcomes</td>
<td>Local Safeguarding Children Board</td>
<td>To ensure the effectiveness of work to safeguard and promote the welfare of children by member organisations</td>
<td>Service Manager – Safeguarding (interim) <a href="mailto:margaret.raynor@oldham.gov.uk">margaret.raynor@oldham.gov.uk</a></td>
<td>Independent Chair <a href="mailto:margaret.raynor@oldham.gov.uk">margaret.raynor@oldham.gov.uk</a></td>
</tr>
<tr>
<td>Multi-Agency Strategic Looked After Children</td>
<td>To drive forward improved outcomes for looked after children and care leavers</td>
<td>Head of Provider Services <a href="mailto:steve.slater@oldham.gov.uk">steve.slater@oldham.gov.uk</a></td>
<td>Group Manager of Children's Services, Action for Children <a href="mailto:steve.slater@oldham.gov.uk">steve.slater@oldham.gov.uk</a></td>
<td>Group Manager of Children's Services, Action for Children <a href="mailto:steve.slater@oldham.gov.uk">steve.slater@oldham.gov.uk</a></td>
</tr>
<tr>
<td>Work Stream</td>
<td>Form</td>
<td>Function</td>
<td>Coordinator/ Link Officer</td>
<td>Chair</td>
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<tr>
<td></td>
<td>Group</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Parenting Partnership</td>
<td>Corporate Parenting Manager</td>
<td>To continue to develop corporate parenting roles and responsibilities to</td>
<td><a href="mailto:zoe.charnock@oldham.gov.uk">zoe.charnock@oldham.gov.uk</a></td>
<td>Cllr Kay Knox, Lead Member for Children</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ensure positive outcomes for looked after children and care leavers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enjoy and Achieve Outcomes</td>
<td>Improvement Board for Transforming Attainment and Achievement</td>
<td>To monitor the impact of the actions undertaken to accelerate improvement in pupil attainment and achievement, with efforts to align the extensive Building Schools for the Future (BSF) and Academies programme</td>
<td><a href="mailto:chris.hill@oldham.gov.uk">chris.hill@oldham.gov.uk</a></td>
<td>Chief Executive, Oldham Council</td>
</tr>
<tr>
<td>Transforming Primary Education Group</td>
<td>Head of School Improvement</td>
<td>To raise standards and improve the quality of education for children of primary school age (0 – 11) in Oldham</td>
<td><a href="mailto:gail.webb@oldham.gov.uk">gail.webb@oldham.gov.uk</a></td>
<td>Head of School Improvement</td>
</tr>
<tr>
<td>Transforming Secondary Education Group</td>
<td>Head of School Improvement</td>
<td>To raise standards and improve the quality of education for young people of secondary school age (11 – 19) in Oldham</td>
<td><a href="mailto:gail.webb@oldham.gov.uk">gail.webb@oldham.gov.uk</a></td>
<td>Head of School Improvement</td>
</tr>
<tr>
<td>Oldham Local Learning Partnership</td>
<td>Economy and Skills Unit Divisional Manager</td>
<td>To ensure delivery of skills and qualifications relevant the local economy.</td>
<td><a href="mailto:jon.bloor@oldham.gov.uk">jon.bloor@oldham.gov.uk</a></td>
<td>Principal of Oldham Sixth Form College</td>
</tr>
<tr>
<td>Schools Forum</td>
<td>Senior Accountant</td>
<td>To have strategic oversight of decisions which concern the funding of schools</td>
<td><a href="mailto:liz.caygill@oldham.gov.uk">liz.caygill@oldham.gov.uk</a></td>
<td>Secondary School Governor</td>
</tr>
<tr>
<td>Make a Positive Contribution Outcomes</td>
<td>Youth Justice Management Board</td>
<td>To oversee the Youth Justice services provided in Oldham, to prevent offending and re-offending by children and young people under the age of 18, and to hold agencies to account regarding the service they provide to YOS clients.</td>
<td><a href="mailto:stephbolshaw@positivestepsoldham.org.uk">stephbolshaw@positivestepsoldham.org.uk</a></td>
<td>Assistant Executive Director – Children and Young People (Director of Children’s Services)</td>
</tr>
<tr>
<td>Integrated Youth Support Partnership</td>
<td>Head of Integrated Youth, Oldham Council</td>
<td>To develop and oversee the multi agency strategy related to Integrated &amp; Targeted Youth Support Services (IYS/TYS)</td>
<td><a href="mailto:neil.consterdine@oldham.gov.uk">neil.consterdine@oldham.gov.uk</a></td>
<td>Associate Assistant Director, Family and Youth Support</td>
</tr>
<tr>
<td>Work Stream</td>
<td>Form</td>
<td>Function</td>
<td>Coordinator/ Link Officer</td>
<td>Chair</td>
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</tr>
<tr>
<td>Young Carers Strategy Group</td>
<td>To monitor and review the implementation of the Young Carers Action Plan</td>
<td>Project Officer, People, Communities and Society. <a href="mailto:colin.carey@oldham.gov.uk">colin.carey@oldham.gov.uk</a></td>
<td>Associate Assistant Director, Family and Youth Support</td>
<td></td>
</tr>
<tr>
<td>Play Partnership</td>
<td>To implement Oldham’s Play and Free-time Strategy</td>
<td>Service Manager – Integration (to be reviewed) <a href="mailto:jenny.dennis@oldham.gov.uk">jenny.dennis@oldham.gov.uk</a></td>
<td>Head of Service, Street Scene and Public Realm</td>
<td></td>
</tr>
<tr>
<td>Active Involvement Matters Group</td>
<td>To bring together representatives working with children and young people across the Trust, who have an interest in working in partnership to promote active involvement.</td>
<td>Integrated Youth Neighbourhood Manager <a href="mailto:debbie.lyons@oldham.gov.uk">debbie.lyons@oldham.gov.uk</a></td>
<td>Senior Empowerment and Participation officer</td>
<td></td>
</tr>
<tr>
<td>Achieve Economic Well Being Outcomes</td>
<td>Oldham Local Learning Partnership</td>
<td>To implement 14-19 strategic responsibilities and ensure delivery of skills and qualifications relevant the local economy.</td>
<td>Towards a University Town Coordinator <a href="mailto:jon.bloor@oldham.gov.uk">jon.bloor@oldham.gov.uk</a></td>
<td>Principal of Oldham Sixth Form College</td>
</tr>
<tr>
<td></td>
<td>Childcare Action Partnership</td>
<td>To establish a strategic approach and implementation plan to ensure there is sufficient affordable accessible childcare provision available in the Borough</td>
<td>Service Manager - Business Relationships <a href="mailto:gerri.barry@oldham.gov.uk">gerri.barry@oldham.gov.uk</a></td>
<td>PVI (Private, Voluntary and Independent) Sector Lead</td>
</tr>
<tr>
<td></td>
<td>Young Persons Homelessness Prevention Group</td>
<td>To address housing &amp; homelessness issues amongst young people aged 16-25.</td>
<td>Homelessness Strategy Officer <a href="mailto:nina.cooper@oldham.gov.uk">nina.cooper@oldham.gov.uk</a></td>
<td>Homelessness Strategy Officer</td>
</tr>
<tr>
<td>Integrated Delivery</td>
<td>Early Intervention &amp; Prevention Reference Group</td>
<td>To ensure an integrated approach across all agencies involved in supporting families and identifying and meeting need.</td>
<td>Head of Preventative Services <a href="mailto:maria.greenwood@oldham.gov.uk">maria.greenwood@oldham.gov.uk</a></td>
<td>Assistant Director of Barnardos</td>
</tr>
<tr>
<td></td>
<td>Children’s District Working Group</td>
<td>To drive forward area based working across Oldham Children’s Trust, and ensure it is effectively coordinated and managed.</td>
<td>Children’s Locality Lead <a href="mailto:debbie.holland@oldham.gov.uk">debbie.holland@oldham.gov.uk</a></td>
<td>Associate Assistant Director, Family and Youth Support</td>
</tr>
<tr>
<td></td>
<td>Children’s Centre Improvement Group</td>
<td>To performance manage Oldham’s Children Centre Programme</td>
<td>Head of Preventative Services <a href="mailto:maria.greenwood@oldham.gov.uk">maria.greenwood@oldham.gov.uk</a></td>
<td>Associate Assistant Director, Family and Youth Support</td>
</tr>
<tr>
<td>Work Stream</td>
<td>Form</td>
<td>Function</td>
<td>Coordinator/ Link Officer</td>
<td>Chair</td>
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</tr>
<tr>
<td>Extended Services Strategy Group</td>
<td></td>
<td>To ensure effective multi-agency delivery of the Extended Services Strategy and core offer across all schools in Oldham</td>
<td>Interim Extended Services Manager</td>
<td>Chief Executive, Positive Steps Oldham</td>
</tr>
<tr>
<td>Integrated Practice</td>
<td>Integrated Commissioning Advisory Group</td>
<td>To lead on Children’s Trust Commissioning</td>
<td>Joint Commissioner – Children and Young People</td>
<td>Associate Assistant Director, Family and Youth Support</td>
</tr>
<tr>
<td></td>
<td>Integrated Children’s Workforce Advisory Group</td>
<td>To drive forward the development of an integrated children and young people’s workforce in Oldham</td>
<td>Interim Children’s Workforce Manager</td>
<td>Head of Workforce and Organisational Development</td>
</tr>
<tr>
<td></td>
<td>Integrated Data, Research and Information Advisory Group</td>
<td>To develop and implement a data-rich and evaluative approach to strategic and operational planning across Oldham Children’s Trust.</td>
<td>Head of Modernisation and Information Management</td>
<td>Corporate Research and Intelligence Manager</td>
</tr>
<tr>
<td></td>
<td>Integrated Information Management Board</td>
<td>To ensure that information systems and information governance arrangements effectively support the delivery of ECM outcomes in a timely and responsive manner, and benefit from collaborative interagency working.</td>
<td>Senior Information Systems Officer</td>
<td>Head of Modernisation &amp; Information Management</td>
</tr>
<tr>
<td>Children and Young People VCS Hub</td>
<td></td>
<td>To support and link voluntary, community and faith sector organisations working with children and young people across the borough and ensure they are engaged in the work of the Children’s Trust at all levels through appropriate communication and representation structures.</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Sector Engagement Manager, PSO.</td>
<td>Director, Positive Steps Oldham</td>
</tr>
</tbody>
</table>
## Oldham Children’s Trust Lead Officers

The following table outlines who the lead officers are for each work strand in Oldham Children’s Trust arrangements.

<table>
<thead>
<tr>
<th>ECM Outcomes</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be Healthy Outcomes</td>
<td>Associate Assistant Director – Family and Youth Support Services</td>
</tr>
<tr>
<td>Stay Safe Outcomes</td>
<td>Associate Assistant Director – Safeguarding Vulnerable Children and Young People</td>
</tr>
<tr>
<td>Enjoy and Achieve Outcomes</td>
<td>Associate Assistant Director – Learning and Attainment</td>
</tr>
<tr>
<td>Make a Positive Contribution Outcomes</td>
<td>Associate Assistant Director – Family and Youth Support Services</td>
</tr>
<tr>
<td>Achieve Economic Well Being Outcomes</td>
<td>Associate Assistant Director – Learning and Attainment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integrated Delivery</th>
<th>Lead Officer (s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Delivery</td>
<td>Associate Assistant Director – Family and Youth Support Services and Chief Executive, Positive Steps Oldham</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integrated Practice</th>
<th>Lead Officer (s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioning</td>
<td>Joint Commissioner – Children and Young People</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Head of Workforce and Organisational Development</td>
</tr>
<tr>
<td>Data, Research and Information</td>
<td>Head of Modernisation and Information Management</td>
</tr>
<tr>
<td>Information Management</td>
<td>Head of Modernisation and Information Management</td>
</tr>
<tr>
<td>VCS Engagement</td>
<td>Chair VCS Hub and 3rd Sector Engagement Manager</td>
</tr>
</tbody>
</table>
Lead Officer Roles and Responsibilities

ECM Outcome Leads (supported by designated strategic officers from across the Trust) and Integrated Practice and Delivery Leads are responsible for:

- taking forward priorities linked to their outcome/work strand which have been set by the Children's Trust Board and included in Oldham's Children and Young People's Plan;
- overseeing and monitoring the progress of groups (and associated sub-groups) linked to their outcome/work strand, considering and acting upon issues raised;
- agreeing strategy and plans linked to their outcome/work strand, ensuring all key strategic documents are ratified by the Children's Trust Board;
- driving and managing performance linked to their outcome/work strand, identifying and agreeing where action needs to be taken to deliver improvements;
- managing and minimising risks connected to their outcome/work strand, escalating issues to the relevant 'advisory group' or where deemed more appropriate, direct to the Children's Trust Board;
- taking responsibility for providing regular progress updates to the Children's Trust Board in respect of their outcome/work strand and advising the Board of areas where improvements are needed;
- ensuring strategic decisions made by the Children's Trust Board are actioned and implemented;
- playing a lead contributory role in the development and annual review of Oldham's Children and Young People Plan (CYPP);
- responding to external inspection findings and recommendations connected to their outcome/work strand; and
- ensuring appropriate links are made with other groups across the wider Oldham Partnership.
## Children’s Trust Escalation Templates

<table>
<thead>
<tr>
<th>OLDHAM CHILDREN’S TRUST ESCALATION TEMPLATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group/ Board</strong></td>
</tr>
<tr>
<td><strong>Chair</strong></td>
</tr>
<tr>
<td><strong>Lead Officer/ Coordinator</strong></td>
</tr>
<tr>
<td><strong>Requested Escalation Route</strong></td>
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</tr>
<tr>
<td><strong>Summary of issue</strong></td>
</tr>
<tr>
<td><strong>Overview of any work that has already taken place to try and address this issue</strong></td>
</tr>
<tr>
<td><strong>Outline of support requirements/ requested action</strong></td>
</tr>
</tbody>
</table>

*Completed escalation templates to be sent to the Children’s Trust Development Officer in the first instance*
Children’s Trust Progress Updates

Guidance

It is important that Oldham Children’s Trust Board can form a collective view of the extent to which outcomes for children, young people and families are improving and priorities and targets in the Children and Young People’s Plan (CYPP) are being achieved. To that end, ECM Outcome Leads and Integrated Practice and Delivery Lead Officers are required to provide regular thematic progress updates to the Children’s Trust Board. The purpose of progress update sessions is to:

- provide an opportunity for lead officers (in conjunction with their relevant strategic support officers) to present aspects of their work and outline key achievements and challenges;
- encourage Lead officers to assess the degree of fulfillment of CYPP priorities and agreed actions to date;
- provide an opportunity for Children’s Trust Board members to set clear goals for the coming period;
- enable the Board to anticipate future performance issues and overcome any risks and issues connected to delivery of activity; and
- enable cross cutting opportunities to be identified

Lead officers (in conjunction with their relevant strategic support officers) are required to provide progress updates linked to their theme on at least a bi-annual basis. This will involve completing the template overleaf and preparing a presentation in order to facilitate open and interactive discussions at Board meetings. Completed templates and presentations must be submitted to the Children’s Trust Development Officer by agreed deadlines.
<table>
<thead>
<tr>
<th>Outcome/ Theme</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Officer(s)</td>
<td></td>
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<tr>
<td>Supporting Officer(s)</td>
<td></td>
</tr>
<tr>
<td>Supporting Groups</td>
<td></td>
</tr>
<tr>
<td>CYPP Priority/ priorities</td>
<td></td>
</tr>
</tbody>
</table>

What are the national and local drivers behind this outcome/ thematic area?
- 
- 

Have there been any policy updates or local strategy developments during the last 6 months?
- 
- 

What progress has there been against CYPP priorities connected to this outcome/ thematic area (i.e. activity and performance)?
- 
- 

Has any work taken place across other areas of the Oldham Partnership which have impacted on this outcome/ thematic area?
- 
-
<table>
<thead>
<tr>
<th>Have any resource commitments and pressures occurred which have impacted on this outcome/ thematic area in the last 6 months?</th>
</tr>
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<tbody>
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<td>•</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>What are key areas of activity and intended outcomes in respect of this thematic area in the next 6 months?</th>
</tr>
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<tbody>
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<td>•</td>
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<tr>
<td>•</td>
</tr>
</tbody>
</table>
Oldham Children’s Trust Board Briefing/ Discussion Template

[Insert Title of Report]

Report of [insert title of person submitting report]

[Insert date]

Officer Contact: [Insert email address]

Purpose of Report
[Briefly explain the purpose of the report]

Executive Summary
[Briefly give an overview of the content of the report so that the reader can read the summary and gain a complete understanding of what's in the report without having to wade through the whole thing]

Recommendations
[Insert key/ specific recommendations. Bullet points or short sentences should be used where possible. Check that the decision you require is clear and that you have you covered all points]
1 **Background**

1.1 [Introduce the report, including history of previous decision/background matters to be taken into account]

[Link to Oldham Children and Young People’s Plan and Priorities]

[The headings and paragraphs which follow the Background will vary depending upon the type and content of the report]

2 **Current Position**

2.1 [State where you are now – relevant matters to be taken into consideration in the decision]

3 **Options/Alternatives**

3.1 [State the options available and the advantages/disadvantages of each option]

4 **Preferred Option**

4.1 [Give detailed reasons for the way forward chosen and any other action required]

5 **Consultation**

5.1 [Include consultation details and responses where appropriate]

6 **Financial or Human Resources Implications**

6.1 [Include any financial or human resource implications where appropriate.]

7 **Risk Assessments**

7.1 [Identify any risks where appropriate to be taken into consideration]

8 **Background Papers**

8.1 [Provide a list of background papers on which this report is based]

9 **Appendices**

9.1 [List and attach all appendices for the report]