2009 Review and Refresh of Oldham’s Children and Young People Plan

one future

Changing for children in Oldham
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Foreword

Oldham’s Children and Young People Plan was published in June 2008 and since that time all of us who work with or for children and young people have been working hard to make progress in achieving the targets we set out in our plan. However, despite continuous improvement in many areas, there is still much to do. This is our first annual review of our 2008-2011 Plan. In it we summarise what has been happening over the past year in services for children and in the management of those services and identify what our key priorities will be during 2009-2011 for improving the outcomes of all Oldham’s children and young people.

Councillor Kay Knox, Cabinet Member for Children and Young People

The overall aim of this annual review and refresh of Oldham’s Children and Young People Plan (CYPP) is to provide a brief yet comprehensive overview of the lives and well-being of children and young people in Oldham. The report aims 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. It should therefore enable the citizens of Oldham, including parents and young people, to make informed judgements about how effective Oldham Children’s Trust has been and strengthen public accountability. The review allows us to measure progress against milestones, take account of new circumstances, and maintain momentum for change in order to continuously improve outcomes for children and young people.

Michael Jameson, Assistant Executive Director Children and Young People (Director of Children’s Services) and Chair of Oldham Children’s Trust Board
Introduction

Last year Oldham Children’s Trust produced a new three year Children and Young People Plan ‘One Future’, setting out how a wide range of organisations across Oldham would work together to improve outcomes for children and young people. This Plan contained our vision, values, planning and performance management framework, and provided contextual information about what it is like to live in Oldham. This review document therefore needs to be read in conjunction with the original plan (http://www.oldham.gov.uk/living/every_child_matters/children_and_young_people_plan.htm).

Working to the Government’s five ‘Every Child Matters’ (ECM) outcomes (be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being), the original plan identified key priorities and actions based on an analysis of children and young people’s needs and supported by performance data. It also detailed a set of ‘service management’ priorities to illustrate how we planned to organise ourselves to support the delivery of improved outcomes for Oldham’s children and young people.

One year on, this review now sets out the progress made against these priorities, what difference we have made to children, young people and their families and outlines where we need to continue to improve. It also tries to capture how we have consulted with children and young people and their families over the last 12 months, as well as the structural and organisational changes that have taken place and have impacted on our work.

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 objectives and delivery plans are now being developed. In order to ensure Oldham’s Children and Young People Plan continues to be aligned with, and flow logically from, Oldham’s Sustainable Community Strategy (SCS) and Local Area Agreement (LAA), all changes identified through process will be fully reflected in the LAA review and refresh process.
Local context

During 2008, Oldham’s was subject to a Joint Area Review (JAR) which involved a rigorous inspection of key services provided to children and young people across Oldham. Our result was published in November 2008 and our services were assessed as follows:

**Local services overall**

<table>
<thead>
<tr>
<th>Area</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safeguarding</td>
<td>Good</td>
</tr>
<tr>
<td>Looked after children</td>
<td>Good</td>
</tr>
<tr>
<td>Learning difficulties and/or disabilities</td>
<td>Adequate</td>
</tr>
<tr>
<td>Service management</td>
<td>Adequate</td>
</tr>
<tr>
<td>Capacity to improve</td>
<td>Adequate</td>
</tr>
</tbody>
</table>

In our Annual Performance Assessment (APA) for 2008, the contribution of the council’s services in maintaining and improving outcomes for children and young people were rated as follows:

**Areas for judgement**

<table>
<thead>
<tr>
<th>Area</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being healthy</td>
<td>Good</td>
</tr>
<tr>
<td>Staying safe</td>
<td>Good</td>
</tr>
<tr>
<td>Enjoying and achieving</td>
<td>Adequate</td>
</tr>
<tr>
<td>Making a positive contribution</td>
<td>Good</td>
</tr>
<tr>
<td>Achieving economic well being</td>
<td>Good</td>
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</tbody>
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As we achieved a Grade 2 (adequate) for our capacity to improve, including the management of children’s services, the overall effectiveness of children’s services in Oldham was subsequently also rated as adequate.

Against this backdrop, it is important to note that the landscape for the management and delivery of children’s services is now on a rapid and clear journey of improvement and transformation. Significant organisational changes have taken place during 2008/09 in both the local authority (a new Executive Management Team, including a new Director of Children’s Services) and the Primary Care Trust (creation of NHS Oldham and Oldham Community Health Services).
The vision and objectives set out in Oldham Council’s new Corporate Plan (2009-2013) ‘One Place – Many Choices’ clearly articulate a renewed commitment and confidence to transform Oldham’s economy, society and services. It also places a clear emphasis on children and young people with Oldham being a town which retains and nurtures the talent of our young people. The plan identifies its ambitions for the Oldham of the future, which it can only achieve with the support of its key partners as being:

∞ A confident place
∞ A University town
∞ An address of choice
∞ Services of choice

Within this context, it is recognised that over the longer term a new Children and Young People plan will need to be developed to provide a new shared understanding of what needs to be done across organisations to continue to improve the lives of Oldham’s children, young people and families. Equally, we will be further developing and strengthening our Children’s Trust governance and accountability arrangements so that we are better able to respond to the challenge of:

∞ effective joint planning and commissioning of services;
∞ bringing our services together around the needs of children, young people and families at a local level;
∞ driving effective integrated working between professionals; and
∞ involving and empowering our children, young people and parents/carers.

Nationally the Government is also committed to strengthening Children’s Trusts and Children and Young People Plans and is underpinning this with legislative changes. Any changes to our local approach will therefore be developed in line with this changing context.

Whilst this review and refresh of our Children and Young People Plan recognises and celebrates progress achieved in 2008-2009, it also outlines how our priorities for 2009-2011 have been reshaped and refocused to ensure they fully reflect priorities that have emerged from APA and JAR feedback, new national requirements as well as changes to our local context and in children’s needs over the last 12 months.
Listening to children, young people and families

Children and Young People

Oldham Children’s Trust sets a high priority on making sure that children and young people are engaged in decision-making and are fully involved in shaping our plans and services. We have a wide range of established formal and informal structures to support this including an elected Youth Council, Children in Care Council, Extended Schools – super councils and primary schools council clusters and Connexions Advisory Board etc.

We also have an Active Involvement Matters (AIM) Group which brings together representatives working with children and young people across the Trust, who have an interest in working in partnership to promote active involvement. During 2008/09 this group has begun to develop a strategy to ensure that the voices of children and young people are heard and taken into account in decision making; young people are able to shape and influence services and know that their views are acted on; and also ensure a practical and consistent approach is taken by all organisations working with children and young people to active involvement. Over the last year this group has begun to develop The Oldham Active Involvement Charter and key practice principles toolkit to help drive this agenda forward.

Below are some examples of how specific groups of children and young people have been consulted, engaged and involved over the last year:

∞ Our youth councillors have managed the Youth Opportunity Fund (Kerrching) and been responsible for the allocation of £240,000 worth of funds to groups of young people to improve things to do and places to go over the last year. Since the fund began in 2006 a total of £886,000 has been spent and approx 8000 young people have directly benefitted from the activities and projects it has funded, such as arts and sports activities, healthy eating initiatives, residential, accredited training programmes, drama and performance projects and community based activities.

∞ Our youth councillors have also developed the first youth mayor initiative for Oldham and have been consulted as part of the overview and scrutiny project panel looking at underage drinking in which their views helped to inform how issues will now be addressed. They have also been co-opted members of overview and scrutiny project panels for youth activities, plastic bags usage and apprenticeship schemes, which has enabled them to represent the voice of young people and directly engage and influence key decision makers.

∞ Through our extended schools cluster councils we have involved children and young people in various arts projects and a commitment to environmental issues led to one super council setting up a project to design and market an ‘eco’ bag in conjunction with local businesses, their Member of Parliament and Member of the European Parliament. Issues around road safety have also been raised through these fora;
We have commenced the development of locality youth forums to enable young people to be actively involved in decision making processes within their localities and to link with the area committees. These forums will ensure that there are inclusive opportunities for children and young people aged 0-19 (24 with additional needs) to participate in local democracy and decision-making. We are currently piloting this approach within east Oldham;

We have undertaken targeted research with children with communication difficulties and their families in conjunction with the National Autistic Society. The children, young people and families surveyed identified the need for additional places in enhanced specialist local provision; a wider range and more out of school activities; and increased involvement of children, young people and their parents and carers in decision making about provision. As a result of these findings, key outcomes have since been:

- an additional primary resource and two secondary resource schools for Complex Communication Difficulties and Autistic Spectrum Disorders are now being implemented. These resource schools will ensure quality provision and extend opportunities closer to home for pupils with needs relating to complex communication difficulties and autistic spectrum disorders. These resource schools will also be hubs of good practice and will further support local mainstream schools to build capacity;
- a weekly club has been established at the Honeywell Centre for young people with autistic spectrum disorders which is well attended. The Aiming High Short Breaks Project has also established a range of appropriate short breaks following further consultation with children, young people and parents and carers and in the first quarter of full service offer delivery, an additional 94 children received a short break activity;
- Oldham’s Aiming High Project lead approached the Education Consortium Campaign Group, which represents several Oldham interest groups to establish a Parent Forum to explore how parental engagement can be increased (especially with ‘hard to reach or less well represented groups of parents). The group was awarded funding for another year to continue its work; and
- Oldham was one of eight local authorities that participated in the Tree House Constructive Campaigning Parent Support Project. The findings of which are now further supporting partnership working between parents and professionals to improve services.

We have built on existing good practice in our engagement with looked after children – for example a young person’s panel was a key contributor to the retendering process for the Children’s Rights and Advocacy Service and in May 2008, several young care leavers from Oldham contributed to a joint World Class Commissioning event between Oldham and Salford Primary Care Trust’s and their partners. Over the last 12 months, our Children in Care Council have also been involved in:

- the delivery of Total Respect training to elected members, officers and practitioners across the Trust;
- contributing to a consultation to establish what corporate parenting means to them and what their expectations are;
- creating a list of questions that collectively they wanted to ask and have answers to in relation to Statutory Reviews; and
- developing the ‘Pledge’ which sets out Oldham corporate parents commitments to looked after children.
During 2008/09, a significant amount of energy and resources went into making a successful bid for MyPlace funding to build a brand new
town centre youth facility, which in addition to leisure and sport activities, will also deliver youth support services when it opens in autumn
2010. The initial stages involved extensive consultations with around 2000 young people being asked for their views on what types of
activities they would like to see at this development. A consultation day was then held with a further 100 young people to find out what they
would use this facility for, how they would like it to look, and what times it should be open. Since then a young person’s development group
has been established and they are now working in partnership with the overarching steering group to ensure this development is
successful.

Throughout the development process of ‘The Centre’ in Oldham, which has been identified as the North West’s first targeted youth support
centre, there was constant consultation with young people to ensure the finished article was something they would both need and use. Young people involved with the Youth Offending Service, Connexions, Primary Care Trust, Aftercare Service as well as a range of voluntary and community sector organisations all contributed; and

Oldham Youth Council have also been members of the GMPTE youth forum as well as a regional steering group who developed and
delivered a regional young people conference called ‘project safe space’ to address the themes of preventing violent extremism. They have
also worked with the Oldham Chronicle as part of ‘take over day’ editing and writing their own news stories and devised a young people’s
version of the JAR report.

Key messages emerging from all the engagement and involvement work that has taken place across the Trust with children and young people
over the last year are detailed below and these will now form a strong basis for service planning and prioritisation during 2009/10:

Children and young people want to see:
- more affordable and reliable public transport; and
- improved access for children with disabilities to participate.

Children and young people are concerned about:
- personal safety;
- bullying; and
- negative perceptions of young people in the media and community.

Children and young people would like:
- more things to do and places to go.
Parents and Carers

Oldham Children’s Trust is equally committed to the full involvement of parents and carers in the shaping of our plans and our services. For example during 2008/09 we have worked with parents and carers to produce and launch a new Parenting Strategy for Oldham to ensure the needs of parents are addressed as a core part of our service delivery. We have also consulted extensively with parents and carers, particularly through our children’s centres and extended schools. Several action research projects have equally been commissioned focusing on areas where we wanted to engage with parents and families with particular needs such as persistent non school attendance, asylum seekers and refugees, and families with parents in the prison system.

Similarly in order to check whether the level of childcare provision across Oldham is meeting the needs of working parents in the area, we have initiated the childcare sufficiency assessment. In order to inform this assessment our consultation consisted of 1373 face-to-face household surveys, based on a random sample, stratified by ward, and 4 focus groups amongst hard to reach parents/ carers with children aged 0-14 years and 15-18 years with Special Educational Needs (SEN). The findings of this consultation have subsequently led to a list of recommendations which are now being taken forward to help reduce the gap between supply and demand of childcare within Oldham and overcome barriers encountered by parents/ carers in accessing childcare provision as well as routes into employment and training.

A key piece of work during 2008/09 also arose from our receipt of Department for Children, Schools and Families (DCSF) Parenting Early Intervention Project (PEIP) funding. This funding aims to increase support for the parents of 8 – 13 year olds at risk of negative outcomes by ensuring a coordinated package of relevant support at an early stage. On receipt of this funding we consulted with over 250 parents/ carers to gather evidence on their needs by commissioning a professional company to deliver forum theatre performances at several venues throughout Oldham. This included primary and secondary schools as well as Gallery Oldham, Oldham Sports Centre and Oldham Athletic Football Club. Key messages coming out of this consultation are detailed below and future decisions on support services for parents of 8-13 year olds are now being informed by these findings:

Parents/ Carers want to see:
∞ improved information on where to get support and advice;
∞ specific support for single parents; and
∞ specific support for fathers.

Parents/ Carers are concerned about:
∞ a lack of places and opportunities for children and parents to have fun together and to learn to communicate as families;
∞ living in financial difficulty through low paid work, worklessness, lack of childcare, lack of education and skills and a lack of support to find work; and
∞ feeling isolated when they are facing difficulties.
Parents/ Carers would like:

- easily accessible, early expert advice to address issues such as parenting, bereavement, depression, stress management and relationships;
- support on how to handle issues with their children such as school attendance, anti-social behaviour, drugs and alcohol, and school work;
- support and advice from services they trust and feel comfortable accessing such as schools, GP’s, housing associations etc;
- more of a voice in their communities and with services to let it be known how they want services to be delivered, what works and what they need; and
- access to more informal social activities for adults.

Looking ahead

Whilst we know that many challenges that face us need to be tackled on a borough-wide level, we equally recognise that many others are best taken forward at a more local level. During 2009-11, Oldham Children’s Trust will therefore ensure there are clear mechanisms in place for our children, young people and parents/ carers to be actively involved in decisions that affect them at a local level, as well as in the development and delivery of local services, in order to ensure our services are responsive, relevant and built around their needs.
Be healthy: progress against priorities 2008-2009

What we said we would do:

1. Reduce high levels of dental decay
2. Continue to promote health and well being and address health inequalities with a specific focus on reducing obesity
3. Ensure all children and young people have access to support for their emotional health and well-being
4. Make early intervention and support available to all children young people and families according to need
5. Continue to improve outcomes for vulnerable groups, including looked after children and minority ethnic groups, those in poverty and families with children and young people with additional needs

What we have done in 2008/09 - a snapshot of activity:

In order to try and reduce high levels of dental decay amongst children and young people in Oldham, specific activities over the last 12 months have included:
- ensuring all looked after children received timely health assessments and dental treatment;
- working with the health visiting team to ensure over 4,500 parents of infants received a toothbrush and fluoride toothpaste for their child, along with advice on dental care;
- working with School Health Advisors to ensure 3,000 children received advice on brushing teeth as part of the entry school health assessment;
- delivering a community wide oral health programme which gave advice on fluoride toothpaste and reached over 3,700 parents of children aged 5 years and younger; and
- working with mosque leaders to deliver an oral health programme for children and adults.

Running alongside this work, NHS Oldham has also continued to increase the amount of investment into NHS dentistry with the specific aim of improving access. NHS Oldham has also made great strides over the last two years in improving capacity through the recruitment of a number of new dentists, with more planned for the future. Nonetheless, as Oldham does not have water fluoridisation, which has been shown to promote better oral health, improving the dental health of our children and young people will clearly remain a challenge for some time to come.

In respect of specific activities to try and reduce child obesity, a range of healthy weight management programmes have been delivered and accessed across Oldham over the last 12 months. These programmes have been designed to meet the needs of children and their families across different age groups and have focused on healthy eating, physical activity and healthy lifestyles. In summary:
- nine Mind Exercise Nutrition Do-It (MEND) courses were delivered to 91 families with children from 7-13 years and an 86% completion rate was achieved;
- mini MEND courses aimed at families with children from 2-4 years have now been embedded in Children's Centre delivery;
the Self Help Independence Nutrition & Exercise (SHINE) project has been piloted and further developed. Over the last year three cohorts of young people aged 13-17 were registered on this programme, amounting to 26 attendees who achieved a 70% completion rate; and 75 settings for the under fives have achieved a Healthy Eating Award for creating healthy eating environments for young children.

Positive outcomes include programme participants eating more healthily, increasing their levels of physical activity and feeling more confident. This is in addition to reductions being recorded in waist circumferences, body mass index (BMI) and blood pressure.

A significant amount of work has equally taken place in schools over the last year to promote healthy eating. Key achievements have been:

- launching the Oldham Food File as a system from which cook supervisors compile school menus based on nutritionally balanced;
- implementing the heartbeat award, with 99% of our school kitchens having now achieved this award;
- ensuring Cook Supervisors are receiving training and achieving Oldham’s in-house nutrition certificate;
- delivering community food interventions to 336 participants in 12 schools as part of the extended services programme, including cook and taste sessions and healthy packed lunch health activities;
- ensuring the Catering Service regularly attend school council meetings and parents evenings to discuss all topics of the service and offer advice; and
- arranging for the Catering Service to support several children’s centres by providing 52 week meals for the children;

Running alongside these activities, has also been targeted work to promote regular physical activity, with key achievements being:

- increasing children and young people’s participation in high quality PE and sport to 93.5% of 5-16 year olds taking part in 2 hours every week. This is 8.5% above the national target for 2007-08 and 3.5% above the national average;
- rolling out of the national 2008-11 PE and Sport Strategy for Young People (PESSYP) in Oldham, including key delivery strands of the 5-hour offer – Competition, Sport Unlimited and Sports Coaching;
- conducting an annual survey of community participation levels to compare levels of participation of 5-16 year olds in 1 hour, 2 hours, 3 hours plus, in the community every week. This provides a baseline for future measures;
- achieving 9% buy back on School Swimming levels for Oldham Primary Schools;
- launching the Local Area Plan for Football in Oldham, making it one of only 6 national pilot schemes;
- securing funding for a 3-year clubs and volunteers development officer for Sport (through Sport England) to support the increase in levels of participation of young people, and levels of volunteering in the community;
- addressing community cohesion through sport by delivering the Oldham Borough Games, Unity in the Community, Champions Challenge and Greater Manchester Mini Games events for Oldham, with 1764 young people across the borough being involved;
- developing a range of more targeted provision for young people including the Ability Roadshow 2008, new Disability Sport Provision in the form of ‘Play My Way’ for the 5 – 9 age group, Gym Programme for our Looked After Children in residential care, Leadership Programmes for NEET young people, including additional drop-in sessions at The Centre facility, and the development of Youth Only Zone Projects on Friday and Saturday evenings in areas of anti-social behaviour;
- maintaining QUEST continuous improvement standard for Sports Development service – 88% and 5th ranked service nationally (as at the time of assessment);
14 schools in Oldham being awarded further Government funding to continue their walking, bus and other initiatives in 2009 in order to reduce car usage; and
- employing a ‘cycling and walking to school officer’ to work with schools and offer every travel plan school a cycle training course;

Despite all this activity, it has however yet to have a discernable impact in respect of Oldham’s child obesity figures. It is clearly a concern that the prevalence of obesity in Reception children in Oldham rose above the national average in 07/08 and Oldham is now ranked 10 out of 11 statistical neighbours and below statistical neighbour average in this area. Oldham is one of the Primary Care Trusts (PCTs) with the highest percentage of obese children (16%) amongst Greater Manchester PCTs. A survey carried out in 11 – 12 year olds at school in Oldham also found that 25% of that age group were considered obese or overweight. Equally the data would suggest there is a significantly higher prevalence of childhood obesity in boys and higher still in children of pakistani and bangladeshi heritage in Oldham.

As a result, to ensure there is a long-term and sustainable commitment to addressing these issues, a Healthy Weight Management Board has now been set up. This Board will oversee a robust framework for the delivery of a coordinated Childhood Obesity Strategy for Oldham that includes a comprehensive pathway targeting early intervention moving through to management and support for implementation.

In response to the wider issue of ensuring all children and young people have access to support for their emotional health and well being, this has been approached by amongst other things:

- launching the “5 Praises a Day” initiative during National Parents Week;
- setting up a system whereby primary mental health workers are providing monthly consultation and workshops for School Health Advisors;
- hosting Oldham’s first ‘Emotional Health and Wellbeing conference’ with the aim of supporting schools to develop the emotional health and wellbeing of their children and staff;
- successfully securing funding to deliver Targeted Mental Health (TaMH’s) interventions within school settings;
- increasing access to early intervention for emotional and mental health wellbeing by increasing the number of trained staff who are able to identify early signs within outreach settings; and
- continuing to support schools to achieve Healthy School Status and during 2008-09 enabling a further 16 schools to achieve the standard.

Other key achievements in relation to the wider ‘be healthy’ theme over the last 12 months have also included:

- establishing a young people’s walk-in centre, which has resulted a dramatic increase in the numbers of extremely vulnerable accessing health input;
- launching Oldham’s first Joint Strategic Needs Assessment (JSNA) for health and wellbeing, which highlighted some of the current challenges facing children and young people in Oldham and has since informed the development and review of strategic plans across Oldham Children’s Trust; and
- setting up of the Health Matters Neighbourhood Agreement in the New Deals for Communities (NDC) area of Hathershaw and Fitton Hill to ensure residents and service providers work together to ensure the best possible outcomes.

It should also be noted that in response to the fact that Oldham has been placed amongst the worse 10% of Primary Care Trust’s for infant mortality, during 2008/09 key areas of work have included:
setting up a Child Death Overview Panel;
producing an annual report that identifies mortality trends; and
instigating a public health campaign.

Work in this area will obviously need to become a priority for the Trust during 2009/10 and beyond.

**Getting it right!**

In April 2008, 188 young people from across Oldham took part in The Ability Sport Road Show. This is a concept developed through a partnership between Oldham Disability Sport Group and Oldham Sport Development. The Road Show provided an opportunity for young people with learning difficulties and/or disabilities to take part in a range of appropriate sporting activities and integrate with other young people from across the borough.

The Ability Sport Road Show ran over a three-day period and ran sessions in the morning and afternoon at three different venues to allow a maximum number of young people to access the activities. A circuit-based approach was adopted and included activities such as Ability Counts Football, Wheelchair Basketball, Multi Skill Activity and Games, Athletics and Table Tennis.

The positive impact of the Ability Sport Road Show is evident due to the significant increase in the levels of young people with learning difficulties and/or disabilities now taking part in regular sport and physical activity. As a result of the Road Show, there have also been a number of young people identified to represent Oldham in the Greater Manchester Youth Games and a number of young people joining the Oldham Ability Counts elite squads at Borough and County level.

Feedback from young people and parents involved in the Road Show includes:

- “Today proved it doesn't matter if you are good at sport, you can still enjoy and have fun”
- “The wheelchair activity gave the children the chance to experience what it would be like to have a physical disability”
- “Our children have had a great time, and built up confidence throughout the afternoon”
- “Great to see different children being involved in sport and given the chance”
- “An excellent opportunity for pupils to develop their skills in a friendly environment”
- “EXTREMELY beneficial, he looks forward to the sessions every week”
- “The physical exercise helps her with her muscle tone and bowel condition has improved as well”
- “He gets more exercise which is a great benefit towards his condition, and he also gets to socialise with children like him”
How we have performed:

Key Achievements 2008/09:

∞ dramatically improved children and young people’s participation in high quality PE and sport from 68% of 5-16 year olds taking part in 2 hours every week in 2007/08 to 93.5% in 2008/09;
∞ reduced the numbers of children referred for specialist mental health appointments; and
∞ increased the percentage of schools with Healthy School Status (The majority of schools have either now achieved or are working towards the standard and we expect that, by March 2010, 95% of schools in Oldham will be designated as ‘Healthy Schools’)

Key areas for improvement 2009-11:

In recognition of the fact that our original plan contained too many unclear and unfocused priorities and performance measures, Oldham Children’s Trust has now actively reshaped and refocused its priorities for 2009-11 in connection to the ‘be healthy’ theme. By bringing together data and inspection information to show what has been achieved in practice during 2008-2009 and where there is more to do, a set of more succinct and evidenced based objectives and priorities for 2009-11 have been identified. These are detailed below and can also be viewed alongside other Every Child Matters priorities on the table on page 41.

High level objective:

We will 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.

Improvement priorities:

∞ reducing rates of childhood obesity;
∞ reducing infant mortality rates;
∞ improving dental health; and
∞ improving the emotional health of children
Stay safe: progress against priorities 2008-2009

What we said we would do:

1. Continue to progress the quality of safeguarding and other service practices in order to improve the outcomes for vulnerable groups
2. Strengthen our approach to the prevention of bullying
3. Continue to tackle child sexual exploitation in the borough
4. Continue to inform children, young people and their families about key risks to their safety and how to deal with them

What we have done in 2008/09 - a snapshot of activity:

Oldham’s arrangements for safeguarding children and young people were rated as good in our 2008 Joint Area Review (JAR) and the 2008 OFSTED inspection of Oldham’s fostering service gave it an ‘outstanding’ rating.

Oldham’s Local Safeguarding Children’s Board (LSCB) was also recognised as having excellent governance arrangements and undertaking innovative work. Key activities have included:
∞ raising awareness of child protection within black and minority ethnic communities through work in local mosques;
∞ promoting a readily available e-learning module to increase awareness of child abuse and neglect amongst front line staff from a wide range of agencies;
∞ delivering a comprehensive programme and awareness raising on e-safety for professionals, parents/ carers and young people;
∞ launching a Safeguarding Compact, setting out core standards for organisations, including voluntary and faith groups, to sign up to ensure systems, procedures and training are in place to safeguard our children; and
∞ establishing a working Child Death Overview Panel with Bury and Rochdale, which has strengthened links with our neighbouring Boards.

In order to ensure that Oldham schools comply with the government’s mandatory requirement for one head teacher and one governor from each school to complete safer recruitment training by January 2010, a team of accredited trainers from the Safeguarding Children Team and Human Resources have begun to roll out the National College of School Leadership (NCSL) safer recruitment programme via a series of one day courses. By November 2009 representatives from 80% of Oldham schools will have completed either the face-to-face training or the NCSL online training module. The remaining schools are being targeted for inclusion in training by January 2010. The Local Authority recognises that it is vital that Oldham schools incorporate into their recruitment and selection procedures, measures that deter, reject or identify people who might abuse children, or who otherwise are unsuited to work with them in order to create safer environments for Oldham’s children.

Over the last 12 months work has equally taken place to develop and improve our social care assessment and safeguarding service to ensure early intervention and prevention has been a key focus. For example, Oldham Children’s Trust has refocused its use of area based grant funding to not only commission a new service to support children affected by domestic abuse but also refocus family group meetings as one way of preventing family breakdown.
In respect of work to address the issue of bullying, over the last 12 months we have continued to work hard on strengthening our approach and the regional advisor from the Anti Bullying Alliance has been helping us to do this. Through a multi agency co-ordinated approach, which includes the School Attendance Improvement Service, Healthy Schools and the Police, we have ensured support has been provided to victims of bullying and their families; provided training to schools on reviewing and rewriting anti bullying policies; and supported the use SEAL (Social and Emotional Aspects of Learning) learning materials in the majority of our primary and secondary schools.

Operation Messenger, our multi agency team to protect children being abused through sexual exploitation, has equally continued to work very effectively and is an excellent example of the strong partnership working that is taking place across Oldham Children’s Trust. Over 100 children have been referred to the Messenger team since it began its work in 2006 and over this last year the team have continued to secure a number of convictions for offences ranging from sexual activity to child, rape and abduction. The team has also continued to be successful in engaging schools and delivering a programme of awareness raising in secondary schools across Oldham.

In addition to the wide range communication and awareness raising that the LSCB has undertaken over the last year to inform children, young people and their families about key risks to their safety and how to deal with them, our Road Safety Unit have also undertaken comprehensive road safety education, training and publicity initiatives with children and their parents and carers living in Oldham. For example, a set road safety education training programme has been offered to all primary and secondary schools in the borough and children from nine years of age have been offered cycle training either via their schools or local sports centres.

The 3’til 7 project, a Department for Transport funded initiative, has also enabled the Unit to investigate and educate communities on the dangers to children between the hours of 3pm and 7pm. Current evaluation indicates an increased awareness of road safety issues. It is therefore positive to note that we have now received further funding to engage with 5 identified areas within Oldham where road safety is a particular issue. Through the use of funding allocated in Oldham Transport Capital Programme, we have also constructed school safety zones as part of our plans to reduce inconsiderate driving/parking around school gates.

During 2008/09 Safer Schools Partnerships have begun to be rolled out across the borough with each school now having a named contact within their Neighbourhood Policing Team who will be responsible for maintaining contact with the school and assisting with local joint issues. Whilst the minimum level is a named contact, usually a Police Community Support Officer, some schools are being offered a Police Officer as their representative if there is potential for closer cooperation. It is the aim of Greater Manchester Police to provide a better service to schools through this partnership and thus to increase pupils’ safety.

It is important to note that during 2008/09 Oldham Children’s Trust active involvement in the Safe and Strong Communities theme of Oldham’s Local Strategic Partnership has also ensured robust links continued to exist between the children’s safeguarding agenda and wider community safety issues.

In response to the Lord Laming Review and government action plan key issues for Oldham have also been identified. These reflect national issues such as the recruitment and retention and support to front line social workers; the projected pressure on front line resources anticipated
to meet the demand of increased initial assessment; and ensuring that LSCB and Corporate Safeguarding Governance arrangements are robust and fit for purpose. Work is ongoing in these areas and the implementation of the Laming Review will continue to be a priority for the Children Trust and LSCB throughout 2009 and beyond.

**Getting it right!**

In 2008/09 the LSCB, social care, interfaith forum and Oldham Mosque Council provided a two-day training event for Imams teaching in Oldham’s Mosques and Madressah’s in response to a number of referrals to social care concerning physical chastisement. This event was very successful and covered topics including child protection, behaviour management and the every child matters agenda. In February 2009 an awards presentation was held to celebrate this achievement and a number of speakers were invited to the event to discuss various topics including safer recruitment and Criminal Record Bureau (CRB) checks. This prompted the Oldham Mosque council to sign up to Positive Steps Oldham as their umbrella organisation so they could apply for CRB checks for all the Imams working in Oldham. This is an important step as a significant number of Oldham’s children attend Madressah’s each day, and by improving safer recruitment mechanisms this will have a significant impact in relation to safeguarding children and young people within these settings.

**How we have performed:**

**Key achievements 2008/09**
- significantly improved the timeliness of initial and core assessments within timescales which are now better than in similar areas and nationally
- improved the stability of placements of looked after children (compared to previous benchmarks Oldham would be placed 1st against this performance measure)
- reviewed all child protection cases within required timescales
- reduced the number of children and young people killed or seriously injured in road traffic accidents
- continued to enable our pupils to feel safe around the local area and on public transport (based on Tell Us 3 Survey findings)
**Key areas for improvement 2009-11:**

Our refocused objectives and priorities for 2009-11 in connection to the 'stay safe' theme are detailed below. They can also be viewed alongside other Every Child Matters priorities on the table on page 41.

<table>
<thead>
<tr>
<th>High level objectives:</th>
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<tr>
<td>- We will work together and with children, young people and families to continue to progress the quality of service delivery and practice so that vulnerable groups of children and young people are safe; and</td>
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<tr>
<td>- We will work together and with children, young people and families to ensure children and young people are safe and feel safe in the communities where they live, go to school, play and work.</td>
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<table>
<thead>
<tr>
<th>Improvement priorities:</th>
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<td>∞ embedding the implementation and consistent use of the Common Assessment Framework (CAF)*;</td>
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<td>∞ responding to the Governments action plan following The Lord Laming ‘The Protection of Children in England: A Progress Report’*;</td>
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<td>∞ developing and implementing a ‘Think Family’ approach for Oldham*;</td>
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<td>∞ reducing the proportion of re-referrals;</td>
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<td>∞ reducing the length of placements of looked after children; and</td>
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<tr>
<td>∞ improving the proportion of secondary schools judged as having good or outstanding standards of behaviour.</td>
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* shared Children’s Trust Management Priorities
Enjoy and achieve: progress against priorities 2008-2009

What we said we would do:

1. Improve achievement at early years Foundation Stage
2. Improve achievement and attainment at all key stages, especially key stages 1 and 3
3. Improve achievement in progression by 2 levels between key stages
4. Improve the overall effectiveness of secondary schools
5. Improve the proportion of learners achieving level 2 and 3 qualifications at age 19
6. Improve outcomes for looked after children, black and minority ethnic groups, young carers, children young people from a low income background and those with learning difficulties and disabilities and narrow the gap between students broadly

What we have done in 2008/09 - a snapshot of activity:

Activity during 2008/9 was carried out against the backdrop of Oldham’s Building Schools for the Future (BSF) Programme which aims to rebuild, renew or substantially refurbish every secondary school in Oldham by 2014. Under the BSF programme, Oldham council has £230 million to invest in transforming our secondary schools and it follows on that significant activity has been taking place over the last year to ensure this funding is used to not only improve our schools, but to make Oldham an even better place to learn, live, work and bring up a family.

Following an audit of the services offered to schools and settings in Oldham and a discussion with the Department of Children, Schools and Families (DCSF) in November 2008, Oldham Council also recognised the need for rapid improvement in pupil attainment and achievement, especially in its secondary schools. It equally recognised that the extensive BSF and Academies programme needed rigorous alignment with efforts to accelerate improvement in pupils’ attainment and achievement. As such, at the end of January 2009, Oldham Council established an Improvement Board for Transforming Attainment and Achievement (School Standards) with the key purpose to monitor the impact of the actions undertaken to accelerate improvement in the areas outlined above during 2009 and beyond.

Running alongside this, during 2008/09 the thrust of all our school improvement work prioritised the requirement for schools to identify and meet the needs of individual children and young people. Oldham’s School Improvement Team has worked closely with the National Strategies Regional Advisers to continue to provide advice and guidance to the schools. The work of the team has also been supported by Local and National Leaders of Education which has resulted in strengthened leadership and management across both primary and secondary schools in Oldham.

In terms of the work carried out during 2008/09 at Early Years Foundation Stage, key activities have been:
- implementing the Communication, Language and Literacy Development (CLLD) programme and ‘sound and letters’ work to build greater quality and capacity in the teaching of early literacy through developing work on speaking and listening;
- strengthening leadership and management of early literacy and supporting all schools and settings with phonics and early reading; and
implementing other national initiatives including 'Every Child a Reader' and 'Every Child Counts' to offer children the opportunity to work 1 to 1 with a highly trained teacher to ensure they are able to work within their peer group. These programmes also compliment the existing work that the early years team deliver.

In terms of improving achievement and attainment across and between all key stages, key activities in this area have been:

- establishing a Key Stage 1 (KS1) working party of head teachers and local authority officers to focus on ways to develop good practice in assessment and in teaching and learning. A clear analysis of KS1 data in 2008 was shared with all schools and actions identified to secure improvement. An audit was also undertaken to establish why there was a dip in the Key Stage 1 and a KS1 writing project established for schools with the lowest results. The rigorous tracking of pupil progress by Service Improvement Plans and head teachers of pupils in Y2 indicates that there will be an improvement in KS1 results in 2009;
- improving teacher understanding, and use of, Assessment for Learning (AfL) strategies to ensure a strong focus on progression for all;
- supporting schools in using Assessing Pupil’s Progress (APP) as a tool to enable teachers to more accurately assess students’ progress and to set targets for improvement. The majority of schools have now implemented APP reading and teachers are reporting an increased knowledge and understanding of the assessment focuses and how planning can be supported to ensure gaps in learning are addressed;
- providing professional development opportunities to all key school personnel (particularly head teachers, strategy managers, middle leaders and subject specialists) to enable them to effectively use Secondary National Strategy (SNS) materials and Consultant support, as well broaden and strengthen the design of the curriculum offer;
- providing effective support and challenge for schools, resulting in an increased percentage of schools being rated by Ofsted as good or better in terms of overall effectiveness (NB. in terms of support and challenge, we have been rated as good with outstanding elements by the National Strategies);
- supporting schools in accessing a number of programmes and additional funding through Greater Manchester Challenge;
- developing a range of programmes and strategies to support specific groups of young people such as:
  - enriching and aspirational programmes for the ‘Gifted and Talented’;
  - the Aimhigher programme which aims to raise awareness about the significant range of higher education options for young people from the most deprived communities in the borough; and
  - the collaborative provision in which 15 providers from the voluntary and post 16 sector i.e. colleges and work based learning providers, provide a range of alternative vocational options which ensures that there is a significant range of personalised learning opportunities available to young people.
- working with a range of partners to raise the attainment and achievement of young people in Oldham. For example The Oldham College through its young professional programme; the Oldham Sixth Form College with the work undertaken through the Junior University; and Connexions through the work undertaken to ensure young people receive effective and impartial information, advice and guidance and that those at risk of disengagement can access a range of personalised activities.

In order to improve achievement and attainment for vulnerable groups specifically, we have particularly developed our processes to identify and support all young children with learning disabilities/difficulties (LDD) and their families. For example in September 2008 virtually all children joining a reception class with LDD were already known to, and had been supported by, early years providers. The National Strategies Senior Regional Adviser for SEN in fact recently observed that ‘Oldham local authority services have good data on the pupils with SEN/LDD, their
current levels of progress and targets. Oldham is highly inclusive with a higher proportion of children and young people with learning difficulties and disabilities making better progress than their peers in other areas.’ Oldham’s Virtual School for looked after children has equally run a number of targeted interventions/ enrichment activities to support study and build self-esteem, confidence and motivation, and has been accountable to the Corporate Parenting Panel which includes young people representatives. Over the last year, we have also established a Professional Learning Community for minority ethnic achievement, for which we have become the lead authority.

To ensure school attendance rates have improved, we have made good progress over the last 12 months by operating targeted truancy patrols conducted in partnership with Greater Manchester Police, providing training for Magistrates as well as delivering parenting classes and one to one parent support. We also developed our approach in relation to penalty notices by revising and implementing our Penalty Notice Code of Conduct and developing a local code of conduct for parents of pupils found in a public place during first five days of exclusion.

With regards to community cohesion, we have launched and delivered an ‘Institute of Community Cohesion’ initiative which identifies best practice to support attainment and community cohesion and includes a detailed improvement plan. We have also developed and resourced a community cohesion website, and expanded the Philosophy for Children/Communities (P4C) initiative on a cross-phase basis through training and building sustainability. In addition we pioneered the establishment of an equalities audit in two pilot schools and will be extending it to more schools in 2009.

Finally, in relation to improve the proportion of learners achieving level 2 and 3 qualifications at age 19, we have continued to work closely with schools to broaden the curriculum offer and now offer more young apprenticeships and diplomas. Oldham has in fact been successful in its application to the Department for Children, Schools and Families (DCSF) to offer a further 5 new diploma lines from September 2010. We have also begun to work on developing a foundation learning tier which will support less able learners at Key Stage 4. Additionally we identified Oldham’s Aimhigher cohort using deprivation indicators to support progress against challenging targets. The development of a 14 – 19 Strategy and Education Plan during 2008/09 has also provided a steer for our work in this area.

**Getting it right!**

**Context/Situation:**

Medlock Valley Community Primary School serves an area of very high deprivation. It is situated on a housing estate that faces many significant socio-economic challenges. The school moved into a new building following the amalgamation of the former Fitton Hill Infant School and Fitton Hill Junior School. The School had been below floor targets at the end of key stage 2 for seven years and was judged by the National Strategy and by the local authority to be “hard to shift.” It was at serious risk of going into an OFSTED category.

Two head teachers had recently resigned, staff turnover was high, recruitment was challenging and this resulted in a significant proportion of inexperienced teachers in key stage 2. Crucially there was no evidence of improvement.
**Action:**

The local authority deemed that it would be inappropriate for governors to advertise the vacant headship post as it was felt that a more radical approach was required. This was in line with current national thinking in relation to succession planning and with the messages from the National College of School Leadership (NCSL.)

As such the local authority approached the chair of governors to discuss the situation and to explore other models of leadership that would have the potential to attract the calibre of leader required to address the needs of the pupils, to raise attainment and to raise the expectations of all stakeholders. The chair of governors was fully supportive throughout and worked with the local authority and the full governing body to ensure a successful outcome.

The local authority initially seconded an Oldham head who is also a National Leader in Education (NLE’s) to lead the school for a year, to stabilise the situation and to take the school through an OFSTED inspection. The outcome was satisfactory. During this year, the local authority approached, as a group, all primary NLE’s in Oldham. They were offered the opportunity to further discuss with the local authority and their own chair of governors the possibility of an executive headship in a hard governance federation of Medlock and their own outstanding school. The Head of Mills Hill Primary School came forward and he, both chairs of governors and local authority officers worked together to secure a hard governance federation with one governing body. It was then the responsibility of this body to agree an appropriate leadership structure to meet the needs of both schools and the federation.

The school had a successful HMI monitoring inspection in the first term. The local authority then continued to support the school through this challenging first year and this has been enhanced by the opportunities afforded through the Greater Manchester Challenge.

**Impact:**

The school, local authority and Greater Manchester Challenge have worked in an effective partnership to secure positive outcomes. After only one year the school has exceeded floor targets. The school achieved 68.8% (unvalidated) for combined English and Maths against a floor target of 55%. A three year improvement trend is also now evident (2007 – 38.7%, 2008 – 48.5% and 2009 – 68.75%)

In addition to success in raising attainment and achievement the quality of teaching and learning now demonstrates significant improvement. This is evidenced through an increased percentage of lessons judged to be good or better.

Partnership working, radical action and outstanding leadership has been the key to this success.
How we have performed:

Key achievements 2008/09:
∞ significantly reduced the inequality gap in the achievement of a level 2 qualification by the age of 19 (Oldham has continued to perform better than the national average and has maintained a ranking of 1st amongst statistical neighbours);
∞ improved rates of progression by 2 levels in maths between key stage 1 and key stage 2. (Oldham is ranked 2nd against statistical neighbours and is still above national averages);
∞ narrowed the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 and Key Stage 4 (Oldham is now performing better than the national average); and
∞ narrowed the gap between pupils identified as having special educational needs and their peers who achieve 5 A*-C GCSE grades or equivalent, including English and Maths, at key stage 4 (Oldham is ranked 1st against statistical neighbours and is also well above the national average).

Key areas for improvement 2009-11:

Our refocused objectives and priorities for 2009-11 in connection to the ‘enjoy and achieve’ theme are detailed below. They can also be viewed alongside other Every Child Matters priorities on the table on page 41.

High level objectives:
- We will work together and with children, young people and families to improve achievement and progression at all key stages; and
- We will work together and with children, young people and families to narrow the attainment gap between our most disadvantaged communities and the population as a whole.

Improvement priorities:
∞ improving achievement for all children at Early Years Foundation Stage;
∞ improving achievement at KS1 in reading, writing and maths;
∞ improving attainment at KS2 for looked after children;
∞ improving achievement at KS4, with a focus on minority ethnic groups and looked after children;
∞ improving the progress of pupils with learning difficulties and/or disabilities in mainstream schools;
∞ reducing the rate of fixed term exclusions from school for looked after children and children with statements of Special Educational Needs;
∞ reducing the rate of permanent exclusions from school, especially for looked after children;
∞ reducing the secondary school persistent absence rate; and
∞ reducing the number of schools below ‘floor targets’.
Make a positive contribution: progress against priorities 2008-2009

What we said we would do:

1. Increase children and young people’s participation in positive activities to promote community cohesion and health, and address inequalities and deprivation.
2. Increase participation rates in education training or employment of young people who offend.
3. Reduce the number of young people who engage in risk taking behaviour

What we have done in 2008/09 - a snapshot of activity:

There have been several successful initiatives which have raised young people’s understanding of different cultures and backgrounds, for example the youth services Fusion Project. Recently developed workshops in schools on racist behaviour and the Shared Future Programme have also helped young people challenge prejudice. Ability sports road shows and a range of other pursuits have similarly successfully engaged children and young people with learning difficulties and/or learning disabilities in sporting and cultural activities. Oldham Borough Games, for the first time in its history, has equally had a full representation of sports teams for all the wards in Oldham, and gave 315 young people an opportunity to participate and compete in their favourite sports as well as meet other children from different backgrounds and cultures.

Oldham’s Aiming High Programme has also successfully provided a range of short break activities for children and young people with disabilities and is actively engaging children and young people in ongoing consultation and feedback regarding activities to ensure that that these services are meeting their needs and to ensure that they are involved in any future developments.

In terms of trying to address inequalities, during 2008/09 Oldham Children’s Trust refocused its use of area based grant funding to specifically improve services for our young carers by bringing together three different funding streams to commission a new service. Based upon wide consultation, including extensive consultation with young carers themselves, a newly commissioned full-time service for young carers aged 9 – 17 will now be provided and through links with extended schools ‘disadvantaged schools subsidy’, will pilot individualised budgets to support young carers access to positive activities and opportunities during 2009/10.

Ensuring the employment, education and training ‘pathway’ has been at the heart of the Youth Offending Service (YOS) delivery, alongside accommodation, access to health services and engagement programmes has proved highly effective. The co-location of the Youth Offending Service (YOS) and Connexions, as well as a dedicated Education Officer in the YOS, have also played a key role in increasing young offenders engagement in employment, education and training during 2009/10. Young Offenders have also been a target group within Oldham’s NEET (Not in Education, Employment or Training) Strategy and as such have accessed a range of Learning Skill Council/European Social Fund and area-based grant funded activities to enable them to access alternative provision in key stage 4 and a range of other ‘employability’ programmes post 16.
With regards to reducing risk taking behaviour, in 2008/09 we established a Challenge and Support Team. This multi-agency team comprising of Police Officers, Anti-Social Behaviour (ASB) Officers and Youth Support Workers are tasked with identifying vulnerable young people who are on the fringes of the justice system subject to warning letters, Acceptable Behaviour Contracts (ABC’s) and Anti-Social Behaviour Orders (ABSOs), and then using a range of assessment tools to identify appropriate support packages. A decision has also been made this year to merge our Youth Inclusion Projects (YIP) and Youth Inclusion Support Panel (YISP) programmes into one 8-16 year old programme so that younger children at risk of crime and anti-social behaviour are able to be supported seamlessly. Active work has therefore begun to take place to expand each programme to full YIP status (100 places) as well as develop two further programmes in areas identified by the Community Safety Unit as crime and ASB hotspots.

Over the last year, our Integrated Youth Services detached response team has equally targeted “hot spot” areas that have been identified by local intelligence where young people have been involved in or are at risk of being involved in anti social behaviour. Youth workers have targeted young people to engage them in more positive activities and or discuss the consequences of their behaviour.

In respect of reducing young peoples engagement in risk taking behaviour as it relates to their sexual health choices, there has been a range of targeted work during 2008-09 to try and reduce the prevalence of Chlamydia in under 25 year olds. Activities have included:
- Oldham Brook developing a peer social marketing programme with young people being trained to promote and running a number of targeted promotion events in bars, a nightclub and the college;
- ‘dump bins’ being piloted in 10 locations across the borough so young people could pick up a free take-away postal testing kit; and
- ten pharmacies taking part in a pilot to provide Chlamydia tests as a local enhanced service. It is worth noting that this service has in fact now been offered to all pharmacies from April 2009.

A targeted approach to schools and localities with high rates of under-18 conceptions has also continued across Oldham during 2008-09. Activities include:
- appointing a Personal, Social and Health Education (PSHE) lead for secondary schools to ensure schools are supported to deliver quality sex and relationship education;
- helping parents to develop skills to enable them to talk to their teenagers about sex and relationship issues with confidence, promoting national initiatives such as Parentline and supporting the recent campaign by targeting leaflets in pharmacies to encourage parents to talk to their children;
- delivering targeted work through the use of specialist sexual health advisers and peer education mentors;
- providing access to contraception, including emergency contraception, in key locations across the borough; and
- giving support to teenage parents to ensure they don’t suffer from social exclusion and prevent repeat pregnancies.
Getting it right!

In June 2009, 12 young people from across Oldham took part in the Alliance Fun Day Filming Project, which was a programme developed in partnership with Oldham Children and Youth Alliance members and funded by Respect Our Community Awards. The filming project provided an opportunity for young people to take part in a range of media training sessions, and culminated in them filming activities, events and approximately two thousand participants in the Alliance Fun Day and Oldham Borough Games, which included interviewing other young people from across the borough.

The Alliance filming project brought together young people from The Oldham College, young people who are looked after and young people who are NEET and ran over four weeks. The filming crew worked alongside a media professional and gained eight AQA accredited awards throughout the course of the project. The final outcome of the project is a DVD which captures all the activities and events during the Alliance Fun Day and Oldham Borough Games, filmed and edited from a young people’s perspective.

Feedback from young people involved in the project includes:

∞ “I’ve learned so much about filming and using all the equipment properly, I had a great time at the fun day”
∞ “It was great working with a professional filming company, I’ve gained loads of new skills and had a really good time…seeing the final edit of the DVD made all the hard work worthwhile!”

How we have performed:

Key achievements 2008/09:
∞ significantly improved (71.4% in 2007-08 to 84.4% in 2008-09) young offenders engagement in suitable education, employment or training, with our performance now better than in similar areas and nationally;
∞ continued to reduce first-time offending; and
∞ achieved the 7th highest reduction in under 18 conceptions rate since the 1998 baseline and the 2nd highest reduction against our statistical neighbours. Data for the 1st quarter of the calendar year 2008 indicates that the rate is significantly lower with Oldham having the 2nd highest reduction in England since 1998.
Key areas for improvement 2009-11:

Our refocused objectives and priorities for 2009-11 in connection to the 'make a positive contribution' theme are detailed below. They can also be viewed alongside other Every Child Matters priorities on the table on page 41.

High level objective:
- We will work together and with children, young people and families to reduce the number of young people who engage in risk taking behaviour.

Improvement priorities:
∞ increasing young people’s participation in positive activities;
∞ improving young offenders access to suitable accommodation; and
∞ reducing substance misuse amongst young people.
Achieve economic wellbeing: progress against priorities 2008-2009

What we said we would do:

1. Address high levels of child poverty within Oldham by tackling worklessness and re-focusing services towards early intervention and prevention.
2. Continue to increase the number of 16-19 year olds in education, employment or training with particular emphasis on vulnerable groups and ward and neighbourhood hotspots.
3. Increase the percentage of care leavers aged 19 in suitable accommodation.

What we have done in 2008/09 - a snapshot of activity:

Through our 14 children’s centres across Oldham, we have provided links to Job Centre Plus and Highway to Opportunities, job vacancy information and courses/activities to enable parents to undertake stepping stones towards employment. For instance, in partnership with Job Centre Plus, commissioned activity has provided additional support to families to engage in pathways to employment and improve their application and interview skills.

Families have also engaged in volunteering opportunities, advice and guidance sessions and a range of other courses run in partnership with other agencies. For example, the volunteering pilot project run with Barnardos has increased the opportunity for many parents to develop a range of skills with a view in the long term for them to access further training and employment.

All parents accessing 1-1 interventions have received a personal plan, which has been reviewed every 6 weeks to ensure progress and continuous joint review of their needs takes place. The fact that all our children’s centres are placed in accessible venues in specific localities with high levels of deprivation and offer crèche facilities has equally ensured barriers to access have been removed and parents/carers have had increased opportunities to engage in employment focused activities.

The ongoing evolution and development of early intervention services has continued to be about translating a broad statistical picture into a practical response which meets the needs of children and families in the areas served and in respect of active support to reduce disadvantage. For example, we have used Income Deprivation Affecting Children Index (IDACI) data as well as the introduction of a ‘key worker framework’ in our pilots of the economic subsidy grant in five extended school clusters to identify children and young people eligible for subsidy. Subsequent robust monitoring arrangements have then enabled children and young people on subsidy to be tracked by activity and back to a school roll number so that outcomes can be measured against attainment in school. Lessons learned from these clusters are now informing delivery in 2009/10.

Over the last year, we have equally continued to take an evidence-based approach to improve the existing delivery models and ensure that any changes will add value. For example, a borough wide consultation has taken place to identify gaps in childcare and provision across Oldham.
An audit of extended services during 2008/09 has similarly enabled us to prioritise areas of core offer for intervention in 2009/10, and formalised links with Economy and Enterprise Board of the Local Strategic Partnership has secured a connection between the work of the Early Intervention and Prevention Service with the wider economic priorities of the council. The strong partnership approach and project management methodology applied to Oldham’s Children’s Centre programme has in fact received a green status from Together for Children with commendations.

Despite the impact of the economic downturn in Oldham and the significant rise in adult unemployment, we have continued to make good progress with young people not in education, employment or training (NEET). Throughout 2008/9 Oldham consistently had the lowest NEET rate for 16 -18 year olds compared to statistical neighbours. There has been a 7.8% reduction in 16-18 NEET between November to January 2007-08 and 2008-09.

Our borough-wide NEET strategy resources have been targeted at specific vulnerable groups such as young people with learning difficulties and/or disabilities (LDD); teenage parents; care leavers; and young offenders, as well wards at wards with the highest rates of NEET. The NEET Strategy developed in 2007 also continues to see area-based grant and Learning Skills Council (LSC) – European Social Funds (ESF) being used to commission targeted activity. For example during 2008/09:

- alternative year 11 practitioner commissioning activity has been established for 75 young people most at risk of NEET;
- transition mentors have been put in place to support vulnerable learners into jobs, training and further education; and
- subsidised travel and equipment has been provided.

Oldham Children’s Trust has also used other area based grant monies to set up The Street College “Open Door” project to specifically work with looked after children who are disengaged from education training or employment. The Street College deliver Bronze Level 1 Arts Awards in Film and Music Production in a creative way which enables qualifications to be gained in an informal setting. During 2008/09 six young people achieved the award. Moreover the project has featured in the national Children and Young People Now magazine as an exemplar of good practice.

With respect to increasing accommodation choices for care leavers, over this last year we have not only made creative use of current provision but also improved use of ‘move –on’ accommodation provided via First Choice Homes Oldham and other Registered Social Landlords. Discussions and applications for funding to develop other accommodation provision for care leavers has also been initiated with Manchester Methodist Housing, Oldham Council and other external funders.
Getting it right!

Oldham’s Children’s Centres have each adopted innovative ways of supporting families to make choices about their lives and move forward with their aspirations. The volunteer project for Hollinwood and Failsworth Children’s Centres run in partnership with Barnardos aims to support the development of core offer services within the Children’s Centre reach area by improving access to services, opportunities and outcomes for children and families.

During 2008/09 an agreement was reached between Hollinwood and Failsworth Children’s Centres to recruit, train and place 20 - 30 volunteers to enhance the services provided. Volunteering opportunities fell into four main areas of work across the two Children’s Centres as detailed below:

1) Community Welcomer Volunteers to advise families on the services available to them within their local Children’s Centre. Once activities of interest are identified, Community Welcomers then support families in attending centre groups for a short period. Volunteers are matched as closely as possible to the needs of the family, e.g. mother with post natal depression would ideally have a Community Welcomer with experience/training in this condition.

2) Group Work Volunteers to assist staff in the planning, organisation and running of a group e.g. a toddler group. Volunteers also support the families within the group.

3) Nursery Volunteers assist paid staff in the day-to-day running of the nurseries, setting up activities, receiving children, parents/carers and other visitors, and supporting children in activities within the nursery. Some volunteers are studying childcare qualifications.

4) Breastfeeding Peer Supporter Volunteers receive specialist training in order to promote the benefits of breastfeeding to local families, and give practical support and information on how to breastfeed, including any problems that families may be experiencing.

Over a 15 month period, 54 individuals became volunteers, with an age range of generally between 25 – 35 years, and all were required to complete an in-depth 5-6 week induction training programme. This programme not only informed and empowered the prospective volunteers, but ensured that volunteers were ready to work directly with children and families to enhance the services provided by the Centres.

As a result of this experience, 13 of these volunteers have now gained employment, 17 have accessed formal qualification courses and several others have continued to volunteer.

As such a discussion is now taking place with the Lifelong Learning Service in order to provide such volunteers with an accredited qualification in the future. A number of areas of volunteering are presently being considered and a start date of October 2009 is currently being planned.
How we have performed:

**Key achievements 2008/09:**
- reduced the percentage of 16 to 18 year olds who are not in education, employment or training. (Oldham still remains one of the best performers when compared to similar areas); and
- significantly increased the proportion of care leavers who are in suitable accommodation, from a base of 85.7 in 2007/08 to 96.3% in 2008/09.

**Key areas for improvement 2009-11:**

Our refocused objectives and priorities for 2009-11 in connection to the 'achieve economic wellbeing' theme are detailed below. They can also be viewed alongside other Every Child Matters priorities on the table on page 41.

<table>
<thead>
<tr>
<th>High level objectives:</th>
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<tbody>
<tr>
<td>- We will 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</td>
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<tr>
<td>- We will work together and with children, young people and families to continue to address the high levels of child poverty within the borough by tackling worklessness.</td>
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<table>
<thead>
<tr>
<th>Improvement priorities:</th>
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<tbody>
<tr>
<td>- reducing the proportion of children in poverty;</td>
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<td>- reducing the inequality gap in achievement of qualifications by age of 19;</td>
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<tr>
<td>- increasing the proportion of care leavers in Education, Employment or Training (EET);</td>
</tr>
<tr>
<td>- increasing the proportion of young people with learning and other disabilities in EET;</td>
</tr>
<tr>
<td>- decreasing the percentage of young males from a white background aged 16 to 18 years who are not in education, employment or training (NEET); and</td>
</tr>
<tr>
<td>- decreasing the percentage of young people who are NEET in our lowest performing wards.</td>
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</tbody>
</table>
Service management: Progress against priorities 2008-2009

A key challenge facing Oldham Council in 2008/09 was to address the substantial financial difficulties facing the Council in delivering a balanced budget whilst maintaining frontline services. Oldham has a new Chief Executive, Executive Leadership Team and Director of Children's Services in place and despite the obstacles, has strengthened its leadership and corporate capacity to deliver. The Council has introduced the concept of 'Trust Oldham' to support the change management process amongst the council workforce. The creation of the Local Public Service Board involving key strategic partners also ensures there is cross Oldham leadership to tackle our biggest challenges. Our progress against specific service management priorities identified in our Children and Young People Plan 2008-2011 are also detailed below:

<table>
<thead>
<tr>
<th>What we said we would do</th>
<th>What we have achieved in 2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure services provide value for money.</td>
<td>- The review and restructure of our integrated youth provision is almost complete and implemented. The service will now operate in a much more joined up way to deliver universal and targeted provision across localities. The service will achieve an in-year recurrent saving of £535K for 2009/10 and has already achieved £160K in 2008/09.</td>
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<td></td>
<td>- We have reviewed our special educational needs provision and established a range of work streams to identify changes in provision, systems or processes that will make services more streamlined and responsive to meeting the needs of individual pupils. It is envisaged that this review of services will achieve an in year recurrent saving of £172K.</td>
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<td></td>
<td>- In response to the launch of the DCSF commissioning support programme, Oldham has identified a children’s commissioning champion and is incorporating the review of its commissioning maturity alongside its review of overall Children’s Trust effectiveness.</td>
</tr>
<tr>
<td></td>
<td>- Oldham Children’s Integrated Commissioning Group has worked with the Oldham Partnership to decommission area based grant funded activity that no longer met priorities and commission new activity which did such as the Street College ‘Open Door’ project for looked after children.</td>
</tr>
<tr>
<td></td>
<td>- Oldham Council successfully tendered out the contract to manage Oldham’s second phase Children’s Centre, providing a revised model of delivery through a commissioned approach. This work is part of a wider strategy being carried out through the Value for Money in Early Years Project, aspiring to ensure value for money and high performance through the allocation of all resources and grants. In particular, a programme of work has been established with partners from internal audit and finance to secure a framework that both promotes value for money and supports sustainability in the longer term. This work is ongoing.</td>
</tr>
<tr>
<td></td>
<td>- The Early Years Capital Programme has received a green status rating with commendations for the method, approach and utilisation of funding across a range of partner agencies.</td>
</tr>
<tr>
<td>What we said we would do</td>
<td>What we have achieved in 2008-09</td>
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<tr>
<td>- Emerging new funding streams such as Think Family; Disadvantaged Subsidy Grant etc. are to be channelled through a revised and refreshed governance structure under the stewardship of the Integrated Commissioning Group to ensure connectivity with the wider strategic objectives of the council, improve transparency of decision making and manage associated risks.</td>
<td></td>
</tr>
<tr>
<td>- Revision of work streams and responsibilities within Early Intervention and Prevention Service have secured increased productivity at reduced costs. The merging of Extended Services, Play, and the Family Information Service, amongst others has enabled improved opportunities to better plan, resource, and deliver these different, but linked initiatives.</td>
<td></td>
</tr>
<tr>
<td>What we said we would do</td>
<td>What we have achieved in 2008-09</td>
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<td>--------------------------</td>
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</tr>
<tr>
<td>Transform Oldham’s Education System</td>
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</tbody>
</table>
∞ Introduced the Early Years Foundation Stage in September 2008 to ensure that all children from birth to 5 years in any form of registered childcare benefit from an early learning curriculum framework that provides a baseline and consistent quality of learning across all sectors  
∞ Reformed the early learning entitlement for 3 and 4 year olds. Oldham have agreed to raise the current 12.5 hours per week free entitlement to 15 hours free early learning for all 3 and 4 year olds from 1st September 2009. This is above the Government expectation that this additional entitlement should be only for the 25 per cent most disadvantaged children.  
∞ Started to develop a single funding formula for all early years education providers. This will be introduced in April 2010 and will establish an equitable approach across all early years providers including the maintained sector.  
∞ Successfully applied for additional funding to support a 2 year old pilot project which will provide an offer of 10 hours per week for the 15 per cent most disadvantaged children in Oldham. This educational input will be linked with and supported by a package of early support for families, aligned with the One Front Door programme and an early entitlement model for all children in Oldham.  
∞ Established an Improvement Board for Transforming Attainment and Achievement (School Standards) and produced a Performance Improvement Plan to drive the attainment improvement agenda in secondary schools. Also established a Transforming Secondary Education Group (TSEG) and the Transforming Primary Education Group (TPEG) to provide a forum for all of the headteachers of Oldham secondary schools to come together with key partners, including local authority advisers and officers, to build on collaborative working during a period of major change.  
∞ Established a 14 – 19 Education Strategic Partnership to oversee the implementation of our 14 – 19 Education Plan ‘Regeneration Through Education’. Also established the Participation and Progression sub-group which monitors and advises on the best practice to ensure that effective support and opportunities are offered to all young people.  
∞ Oldham Sixth Form College in its latest phase of its development has been working with the Learning & Skills Council (LSC) to develop an £18m project to extend its current... |
<table>
<thead>
<tr>
<th>What we said we would do</th>
<th>What we have achieved in 2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transform Oldham's Education System (cont…)</td>
<td>accommodation by building a purpose built regional science centre. This project not only seeks to address the college’s lack of space, but also will be at the forefront of addressing some of the skills deficiencies highlighted both nationally and regionally in relation to Science, Technology, Engineering and Mathematics (STEM) subjects.</td>
</tr>
<tr>
<td>∞ Over the last year the Learning &amp; Skills Council (LSC) had agreed to undertake a wholesale capital re-development of The Oldham College on a phased programme of refurbishment and new build. The cost of the project had been calculated at just under £71 million, jointly funded by the LSC and the College. As well as supporting the implementation of local 14-19, employment and regeneration strategies and LSC priorities, it planned to enable the College to widen and increase 16-19 provision and continue to refocus on employer-responsive opportunities. Originally it was envisaged that the project would begin in 2009 with the aim to complete by 2011. Unfortunately however, due to national issues related to the capital expenditure, this development is no longer in scope and is unlikely to forthcoming in the immediate future.</td>
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<tr>
<td>∞ To accommodate the rapidly-increasing demand for places at University Centre Oldham, construction work has continued during 2008 on a £5m building adjacent to the existing centre. Once work is complete, the new space will offer students a custom built-environment for their studies in performance, technical theatre, multimedia, game art, digital arts, architectural technology and interior design, construction and journalism.</td>
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<tr>
<td>Building Schools for the Future</td>
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<td>∞ Between September and November 2008, Oldham Council carried out the statutory public consultation on its Building Schools for the Future (BSF) proposals.</td>
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<td>∞ In February and March 2009, consultation took place on the proposal to establish new, additionally resourced provision for pupils with severe and complex communication difficulties.</td>
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<tr>
<td>∞ In February 2009 Oldham’s outline business case for BSF was submitted to DCSF.</td>
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<td>∞ In March 2009 Oldham Council Cabinet approved:</td>
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<tr>
<td>- discontinuances of Counthill, Breeze Hill, Kaskenmoor, South Chadderton and Grange Schools to enable the establishment of three new academies;</td>
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<tr>
<td>- discontinuances of Our Lady’s RC High School and St Augustine of Canterbury RC School to enable the establishment of a new Roman Catholic school on a new site; and</td>
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<tr>
<td>- the expansion of Hathershaw College of Technology and Sport by one form of entry.</td>
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<tr>
<td>What we said we would do</td>
<td>What we have achieved in 2008-09</td>
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<tr>
<td>Continue to integrate our systems and develop our information sharing processes</td>
<td>Over the last 12 months, a template has been developed to allow legal and controlled information sharing to take place between Oldham Council and its partner agencies. This template has been used in a number of scenarios to allow the sharing of person identifiable data in a controlled manner. An information sharing workshop has been held and the team is working to develop an e-Learning information sharing module, which will be used for training staff and will be part of the Local Safeguarding Children Board (LSCB) e-Learning suite. This should be available by August 2009. Oldham Council is leading on this development with a leading eLearning provider.</td>
</tr>
<tr>
<td>Effectively promote equality across all services.</td>
<td>During 2008/09, an audit of equality practice across Oldham Children's Trust partner organisations was carried out and a report produced on the findings, including recommendations for next steps.</td>
</tr>
</tbody>
</table>
| | The Changing for Children Strategy Group and Executive Board agreed to establish a group comprising of equality specialists from across the Trust to:  
  - oversee an Equality Impact Assessment (EIA) of the refreshed Children and Young People's Plan;  
  - devise and agree a common equality and diversity data monitoring agreement; and  
  - agree medium and longer term areas for improvement based on further analysis of the other recommendations contained in the report. |
<table>
<thead>
<tr>
<th>What we said we would do</th>
<th>What we have achieved in 2008-09</th>
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<tbody>
<tr>
<td>Continue to develop workforce skills and competencies across the partnership, with a particular focus on front-line services and the Integrated Qualifications Framework.</td>
<td>Over the last 12 months, Oldham Children’s Trust has taken forward the following workforce development activities to meet this objective:</td>
</tr>
<tr>
<td></td>
<td>∞ Workforce Plan - undertook the Children’s Workforce Development Council (CWDC) benchmarking audit.</td>
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<td></td>
<td>∞ Integrated Leadership - enrolled three members of staff from across Oldham Children’s Trust on the integrated leadership programme with Virtual Staff College and one on the practice based commissioning programme.</td>
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<td></td>
<td>∞ Integrated Youth Support - secured a CWDC grant contract and put in place an action plan, along with relevant managers attending national Integrated Qualifications Framework (IQF) related programmes.</td>
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<td></td>
<td>∞ Early Years - continued to work towards IQF targets for graduate and NVQ 3 qualifications; put in place an action plan to boost target numbers qualifying; and delivered an awareness-raising conference for the private &amp; voluntary sector.</td>
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<td></td>
<td>∞ Schools - made links with the northwest pilot of Masters in Teaching and Learning to inform local roll out in Oldham in 2010 and explored a strategy for personal tuition grant.</td>
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<tr>
<td></td>
<td>∞ Social Work - continued to roll out the qualification programmes and arranged for Oldham Children’s Trust to join the national CWDC project for graduate recruitment scheme in social work.</td>
</tr>
</tbody>
</table>

**Key areas for improvement 2009-2011:**

∞ ensuring Oldham Children’s Trust is underpinned by strong governance arrangements;
∞ improving attainment opportunities for all;
∞ involving and empowering parents, and responding to children and young people’s views;
∞ focusing rigorously on protection, prevention and early intervention within the context of Oldham’s developing area working approach;
∞ enhancing financial planning;
∞ developing a data-rich and evaluative approach to strategic and operational planning and evaluation; and
∞ remodelling and developing the workforce.

Please see pages 48 - 50 for more detail on these priorities.
Priorities 2009-2011

Taking into account priorities that have emerged from Joint Area Review (JAR) and Annual Performance Assessment (APA) feedback, 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 priorities for 2009-2011.

Firstly a set of reshaped and refocused high-level objectives linked to the Every Child Matters (ECM) themes have been developed and local improvement priorities have been identified. The table detailed on page 39 summarises how our improvement priorities map to agreed high-level objectives as well as relate to the national ECM outcomes. A basket of appropriate, robust and evidence based performance measures against each high-level ECM objective have also been established and work is well underway to ensure detailed Delivery Plans are now put in place for each performance measure. These Delivery Plans set out key milestones for delivery over the next year, anticipated outcomes and any resource implications. The Performance Indicators that we will use to measure our progress are outlined on pages 42 – 47.

Secondly, work has also taken place to re-shape and re-focus our Children’s Trust management priorities in order to ensure we strengthen and progress our approach to effective joint planning, commissioning and management of Children’s Services over the next two years. These priorities are outlined on pages 48 – 50.

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.
<table>
<thead>
<tr>
<th>ECM Themes</th>
<th>Be Healthy</th>
<th>Stay Safe</th>
<th>Enjoy and Achieve</th>
<th>Make a Positive Contribution</th>
<th>Economic Well-Being</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our high-level objectives</td>
<td>We will work together and with children, young people and families to:</td>
<td>We will work together and with children, young people and families to:</td>
<td>We will work together and with children, young people and families to:</td>
<td>We will work together and with children, young people and families to:</td>
<td>We will work together and with children, young people and families to:</td>
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<tr>
<td></td>
<td>- Continue to promote emotional and physical health and well-being, with a specific focus on reducing obesity and improving dental health</td>
<td>- Continue to progress the quality of service delivery and practice so that vulnerable groups of children and young people are safe</td>
<td>- Improve achievement and progression at all key stages</td>
<td>- Reduce the number of young people who engage in risk taking behaviour</td>
<td>- Continue to increase the number of 16-19 year old young people in employment, education or training</td>
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<td></td>
<td></td>
<td>- Ensure children and young people are safe and feel safe in the communities where they live, go to school, play and work</td>
<td>- Narrow the attainment gap between our most disadvantaged communities and the population as a whole</td>
<td></td>
<td>- Address the high levels of child poverty within the borough by tackling worklessness</td>
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<tr>
<td>Cross-cutting focus on Looked After Children &amp; Children with Learning Difficulties and Disabilities</td>
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<tr>
<td>Our performance improvement priorities</td>
<td>We will focus on reducing:</td>
<td>We will focus on reducing:</td>
<td>We will focus on reducing:</td>
<td>We will focus on increasing:</td>
<td>We will focus on reducing:</td>
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<tr>
<td></td>
<td>- childhood obesity</td>
<td>- the proportion of repeat referrals</td>
<td>- the proportion of primary exclusions from school for looked after children and children with statements of Special Educational Needs</td>
<td>- young people’s participation in positive activities</td>
<td>- the proportion of children in poverty</td>
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<td></td>
<td>- infant mortality rates</td>
<td>- the length of placements of looked after children</td>
<td>- the rate of permanent exclusions from school, especially for looked after children</td>
<td>- young offenders access to suitable accommodation</td>
<td>- the inequality gap in achievement of qualifications by age of 19</td>
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<td></td>
<td>We will focus on improving:</td>
<td>We will focus on improving:</td>
<td>We will focus on improving:</td>
<td>We will focus on reducing:</td>
<td>We will focus on reducing:</td>
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<tr>
<td></td>
<td>- dental health</td>
<td>- the proportion of secondary schools judged as having good or outstanding standards of behaviour</td>
<td>- the secondary school persistent absence rate</td>
<td>- substance misuse amongst young people</td>
<td>- the percentage of young males from a white background aged 16 to 18 years who are NEET</td>
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<td></td>
<td>- the emotional health of children</td>
<td>- the number of schools below ‘floor targets’</td>
<td>- the number of schools below ‘floor targets’</td>
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<td>- the percentage of young people who are NEET in our lowest performing wards</td>
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# Be healthy

<table>
<thead>
<tr>
<th><strong>High level objectives</strong></th>
<th><strong>Improvement priorities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>We will work together and with children, young people and families to:</td>
<td>We will focus on reducing:</td>
</tr>
<tr>
<td>- Continue to promote emotional and physical health and well-being, with a specific focus on reducing obesity and improving dental health</td>
<td>- childhood obesity</td>
</tr>
<tr>
<td></td>
<td>- infant mortality rates</td>
</tr>
<tr>
<td></td>
<td>We will focus on improving:</td>
</tr>
<tr>
<td></td>
<td>- dental health</td>
</tr>
<tr>
<td></td>
<td>- the emotional health of children</td>
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</tbody>
</table>

### Performance indicators we will use to measure progress

#### Quality of Life
- Obesity among primary school age children in Reception Year (NI055)
- Obesity among primary school age children in Year 6 (NI056)
- Children and young people’s participation in high-quality PE and sport (NI057)
- Children travelling to school – mode of travel usually used (NI198)
- Emotional health of children (NI050)
- Prevalence of breastfeeding at 6-8 weeks from birth – PSA 12 (NI053)
- Number of decayed/missing/filled teeth in 5 year old children (CBHL105)
- Number of children aged 0-4 and 5-9 who are admitted to hospital for dental extraction (surgical or simple extraction) (CBHL106)
- Infant Mortality (deaths per 1000 live births) (CBHL109)

#### Quality of Service
- Take up of school lunches (NI052)
- Services for disabled children (NI054)
- Effectiveness of child and adolescent mental health services (NI051)
- Children and Young People’s satisfaction with parks and play areas (NI199)
- Emotional and behavioural health of children in care (NI058)
## Stay safe

<table>
<thead>
<tr>
<th>High level objectives</th>
<th>Improvement priorities</th>
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<tr>
<td>We will work together and with children, young people and families to:</td>
<td>We will focus on reducing:</td>
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<tr>
<td>- Continue to progress the quality of service delivery and practice so that vulnerable groups of children and young people are safe</td>
<td>- the proportion of repeat referrals</td>
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<tr>
<td>- Ensure children and young people are safe and feel safe in the communities where they live, go to school, play and work</td>
<td>We will focus on improving:</td>
</tr>
<tr>
<td></td>
<td>- the length of placements of looked after children</td>
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<td></td>
<td>- the proportion of secondary schools judged as having good or outstanding standards of behaviour</td>
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</table>

### Performance indicators we will use to measure progress

<table>
<thead>
<tr>
<th>Quality of Life</th>
<th>Quality of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Children and young people killed or seriously injured in road traffic accidents (NI048)</td>
<td>- Initial Assessments of children’s social care carried out within 7 working days of referral (NI059)</td>
</tr>
<tr>
<td>- Children who have experienced bullying (NI069)</td>
<td>- Core assessments of children’s social care carried out within 35 days of their commencement (NI060)</td>
</tr>
<tr>
<td>- Hospital admissions caused by unintentional and deliberate injuries to children and young people (NI070)</td>
<td>- Child protection plans lasting 2 years or more – DCSF DSO (NI064)</td>
</tr>
<tr>
<td>- Children Missing from Home or Care (NI071)</td>
<td>- Children and young people becoming the subject of a Child Protection Plan for a second or subsequent time (NI065)</td>
</tr>
<tr>
<td>- Number of reported racist incidents in schools (CSSLI05)</td>
<td>- Looked after children cases which were reviewed within required timescales (NI066)</td>
</tr>
<tr>
<td></td>
<td>- Stability of placements of looked after children: number of moves – DCSF DSO (NI062)</td>
</tr>
<tr>
<td></td>
<td>- Stability of placements of looked after children: length of placement DCSF DSO (NI063)</td>
</tr>
<tr>
<td></td>
<td>- Child protection cases which were reviewed within required timescales (NI067)</td>
</tr>
<tr>
<td></td>
<td>- Referrals to children’s social care going on to initial assessment (NI068)</td>
</tr>
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<td></td>
<td>- Timelines of placements of looked after children adopted following an agency decision that the child should be placed for adoption (NI061)</td>
</tr>
<tr>
<td></td>
<td>- Secondary schools judged as having good or outstanding standards of behaviour (NI086)</td>
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<td></td>
<td>- Reduction in the number of repeat referrals (CSSLI101)</td>
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</table>
Enjoy and Achieve

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<thead>
<tr>
<th>High level objectives</th>
<th>Improvement priorities</th>
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</thead>
<tbody>
<tr>
<td>We will work together and with children, young people and families to:</td>
<td>We will focus on reducing:</td>
</tr>
<tr>
<td>- Improve achievement and progression at all key stages.</td>
<td>- the rate of fixed term exclusions from school for looked after children and children with statements of Special Educational Needs</td>
</tr>
<tr>
<td>- Narrow the attainment gap between our most disadvantaged communities and the population as a whole</td>
<td>- the rate of permanent exclusions from school, especially for looked after children</td>
</tr>
<tr>
<td></td>
<td>- the secondary school persistent absence rate</td>
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<tr>
<td></td>
<td>- the number of schools below ‘floor targets’</td>
</tr>
<tr>
<td>We will focus on reducing:</td>
<td>We will focus on improving:</td>
</tr>
<tr>
<td>- the rate of fixed term exclusions from school for looked after children and children with statements of Special Educational Needs</td>
<td>- achievement for all children at Early Years Foundation Stage</td>
</tr>
<tr>
<td>- the rate of permanent exclusions from school, especially for looked after children</td>
<td>- attainment at KS1 in Reading, Writing and Maths</td>
</tr>
<tr>
<td>- the secondary school persistent absence rate</td>
<td>- attainment at KS2 for looked after children</td>
</tr>
<tr>
<td>- the number of schools below ‘floor targets’</td>
<td>- achievement at KS4, with a focus on minority ethnic groups and looked after children</td>
</tr>
<tr>
<td>We will focus on improving:</td>
<td>- the progress of pupils with learning difficulties and/or disabilities in mainstream schools</td>
</tr>
<tr>
<td>- achievement for all children at Early Years Foundation Stage</td>
<td></td>
</tr>
<tr>
<td>- attainment at KS1 in Reading, Writing and Maths</td>
<td></td>
</tr>
<tr>
<td>- attainment at KS2 for looked after children</td>
<td></td>
</tr>
<tr>
<td>- achievement at KS4, with a focus on minority ethnic groups and looked after children</td>
<td></td>
</tr>
<tr>
<td>- the progress of pupils with learning difficulties and/or disabilities in mainstream schools</td>
<td></td>
</tr>
</tbody>
</table>

Performance indicators we will use to measure progress

<table>
<thead>
<tr>
<th>Quality of Life</th>
<th>Quality of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 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)</td>
<td>- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Floor) (NI078)</td>
</tr>
<tr>
<td>- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI075)</td>
<td>- Achievement at level 4 or above in both English and Maths at KS2 (Floor) – DCSF DSO (NI076)</td>
</tr>
<tr>
<td>- Achievement of 2 or more A*-C grades in Science GCSEs or equivalent – DCSF DSO (NI084)</td>
<td>- Percentage of schools offering the extended service core offer (NI088)</td>
</tr>
<tr>
<td>- Progression by 2 levels in English and Maths between KS1 and KS2 (NI093 &amp; NI094)</td>
<td>- Number of schools in special measures (NI089)</td>
</tr>
<tr>
<td>- Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) – PSA 10 (NI073)</td>
<td>- Special Educational Needs – statements issued within 26 weeks (I103)</td>
</tr>
<tr>
<td>- Children in care reaching level 4 in English at KS2 (NI099)</td>
<td>- Rate of permanent exclusions from school (NI114)</td>
</tr>
<tr>
<td>- Children in care reaching level 4 in Maths at KS2 (NI100)</td>
<td></td>
</tr>
</tbody>
</table>
### Performance indicators we will use to measure progress (cont...)

<table>
<thead>
<tr>
<th><strong>Quality of Life</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Children in care achieving 5 A*-C grades at KS4 or equivalent including English and Maths (NI101)</td>
<td></td>
</tr>
<tr>
<td>- Secondary school persistent absence rate (NI087)</td>
<td></td>
</tr>
<tr>
<td>- Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest (NI092)</td>
<td></td>
</tr>
<tr>
<td>- Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 (NI102)</td>
<td></td>
</tr>
<tr>
<td>- The Special Educational Needs (SEN)/non-SEN gap – achieving KS2 English and Maths threshold (NI104)</td>
<td></td>
</tr>
<tr>
<td>- The Special Educational Need (SEN)/non-SEN gap – achieving 5 A*-C GCSE including English and Maths (NI105)</td>
<td></td>
</tr>
<tr>
<td>- Young people from low income backgrounds progressing to higher education (NI106)</td>
<td></td>
</tr>
<tr>
<td>- KS2 attainment for Black and Minority Ethnic Groups (NI107)</td>
<td></td>
</tr>
<tr>
<td>- KS4 attainment for Black and Minority Ethnic Groups (NI108)</td>
<td></td>
</tr>
<tr>
<td>- Achievement at level 2 or above in Reading at KS1 (CEAL101)</td>
<td></td>
</tr>
<tr>
<td>- Achievement at level 2 or above in Writing at KS1 (CEAL102)</td>
<td></td>
</tr>
<tr>
<td>- Achievement at level 2 or above in Maths at KS1 (CEAL103)</td>
<td></td>
</tr>
<tr>
<td>- Percentage of looked after children of school age who have been looked after for 4 weeks with a Personal Education Plan (PEP) record (CEAL109)</td>
<td></td>
</tr>
<tr>
<td>- The proportion of Looked after Children receiving a fixed-term exclusion in comparison with the proportion of all pupils receiving a fixed-term exclusion (CEAL111)</td>
<td></td>
</tr>
<tr>
<td>- The proportion of Looked After Children receiving a permanent exclusion in comparison with the proportion of all pupils receiving a permanent exclusion (CEAL112)</td>
<td></td>
</tr>
<tr>
<td>- The Special Educational Needs (SEN) / non-SEN gap – receiving fixed term exclusions (CEAL113)</td>
<td></td>
</tr>
</tbody>
</table>
Make a positive contribution

<table>
<thead>
<tr>
<th>High level objectives</th>
<th>Improvement priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will work together and with children, young people and families to:</td>
<td>We will focus on increasing:</td>
</tr>
<tr>
<td>- Reduce the number of young people who engage in risk taking behaviour</td>
<td>- young people’s participation in positive activities</td>
</tr>
<tr>
<td></td>
<td>- young offenders access to suitable accommodation</td>
</tr>
<tr>
<td></td>
<td>We will focus on reducing:</td>
</tr>
<tr>
<td></td>
<td>- substance misuse amongst young people</td>
</tr>
</tbody>
</table>

Performance indicators we will use to measure progress

<table>
<thead>
<tr>
<th>Quality of Life</th>
<th>Quality of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>- First time entrants to the Youth Justice System aged 10-17 (NI111)</td>
<td>- Rate of proven re-offending by young offenders (NI019)</td>
</tr>
<tr>
<td>- Prevalence of Chlamydia in under 25 year olds (NI113)</td>
<td>- Young People within the Youth Justice System receiving a conviction in court</td>
</tr>
<tr>
<td>- Substance misuse by young people (NI115)</td>
<td>who are sentenced to custody (NI043)</td>
</tr>
<tr>
<td>- Under 18 conception rate (NI112)</td>
<td>- Ethnic composition of offenders on Youth Justice System disposals (NI044)</td>
</tr>
<tr>
<td>- Young people’s participation in positive activities (NI110)</td>
<td>- Young offenders’ engagement in suitable education, employment or training</td>
</tr>
<tr>
<td></td>
<td>(NI045)</td>
</tr>
<tr>
<td></td>
<td>- Care leavers in suitable accommodation (NI147)</td>
</tr>
<tr>
<td></td>
<td>- Young offenders’ access to suitable accommodation – MoJ DSO (NI046)</td>
</tr>
</tbody>
</table>
Achieve economic wellbeing

<table>
<thead>
<tr>
<th>High level objectives</th>
<th>Improvement priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will work together and with children, young people and families to:</td>
<td>We will focus on reducing:</td>
</tr>
<tr>
<td>- Continue to increase the number of 16-19 year old young people in employment, education or training</td>
<td>- the proportion of children in poverty</td>
</tr>
<tr>
<td>- Address the high levels of child poverty within the borough by tackling worklessness</td>
<td>- the inequality gap in achievement of qualifications by age of 19</td>
</tr>
<tr>
<td></td>
<td>We will focus on increasing:</td>
</tr>
<tr>
<td></td>
<td>- the proportion of care leavers in EET</td>
</tr>
<tr>
<td></td>
<td>- the proportion of young people with learning and other disabilities in EET</td>
</tr>
<tr>
<td></td>
<td>- the proportion of young males from a white background aged 16 to 18 years in EET</td>
</tr>
<tr>
<td></td>
<td>- the proportion of young people in EET in our lowest performing wards</td>
</tr>
</tbody>
</table>

Performance indicators we will use to measure progress

**Quality of Life**
- 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)
- Take up of 14-19 learning diplomas (NI090)
- Post-16 participation in physical sciences (A level Physics, Chemistry and Maths) – DCSF DSO (NI085)
- 16 to 18 year olds who are not in education, training or employment (NEET) (NI117)
- Participation of 17 year olds in education or training (NI091)
- Proportion of children in poverty (NI116)
- Overall Employment rate (working-age) (NI151)
- Working age people on out of work benefits (NI152)
- 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) (CEWLI10)

**Quality of Service**
- Number of Sure Start Children’s Centres (NI109)
- Take up of formal childcare by low-income working families (NI118)
Children’s Trust Management Priorities 2009 – 2011

As part of the review and refresh process, we have looked at the management of services across Oldham Children’s Trust and in response to Joint Area Review (JAR) and Annual Performance Assessment (APA) feedback, have recognised that we need to re-shape and re-focus our management priorities. As such under a new badge of ‘Children’s Trust Management Priorities’, we have identified key cross-cutting service management priorities which impact on all five Every Child Matter outcomes and will need robust, whole service implementation and monitoring over the next year. The focus and rational of the below priorities is to bring key developments together for convergence, added value and combined impact across Oldham Children’s Trust over the next year. These refocused priorities complement the wider vision for Oldham:

1. A confident place - with safe neighbourhoods and clean, green spaces for all to enjoy
Priorities
   ∞ A Safer Place
   ∞ A Cleaner and Greener Place
   ∞ Strong Communities

2. A University Town - with good education, learning and training to improve the skills and choices of our citizens
Priorities
   ∞ Increasing educational achievement
   ∞ Improving skills of local people
   ∞ Supporting local businesses
   ∞ Increasing opportunity for employment and volunteering

3. An address of choice - a healthy and active place, with suitable housing for all
Priorities
   ∞ Balancing the mix of housing
   ∞ Encouraging healthy lifestyles
   ∞ Improving local amenities

4. Services of choice - quality services that provide value for our citizens
Priorities
   ∞ Accessible and responsive local services
   ∞ Quality services valued by local people.
   ∞ One Place approach to service delivery
We will **ensure Oldham Children's Trust is underpinned by strong governance arrangements** by:

- conducting a systematic review of current governance arrangements to ensure structures and lines of accountability are robust and fit for purpose
- strengthening the involvement of the voluntary and community sector at strategic and planning levels by ensuring agreed infrastructure needs of the sector are appropriately resourced
- increasing the involvement of front line staff/providers in policy and decision making

We will **improve attainment opportunities for all** by:

- working with partners through the Transforming Secondary Education Group to implement the vision for secondary education in Oldham
- ensuring a smooth transition for the merging and moving secondary schools in 2010
- implementing a comprehensive school improvement strategy that seeks to build the capacity of schools
- effectively implementing the Machinery of Government changes for post 16 provision in Oldham
- working with schools and partners to establish a community cohesion strategy, including a borough-wide Cohesion Compact
- providing early intervention and targeted support to improve the attainment of underperforming groups

We will **involve and empower parents, and respond to children and young people's views** by:

- setting out how parents/carers will be involved in direction setting, decision-making and challenge of Oldham Children’s Trust
- embedding a co-ordinated and consistent approach to the involvement of children and young people in the design, delivery, evaluation and development of services, including at a local level
- evaluating the impact of all children and young people’s involvement in decision-making

We will **focus rigorously on protection, prevention and early intervention** by:

- responding to the Governments action plan following The Lord Laming ‘The Protection of Children in England: A progress Report’
- embedding the implementation and consistent use of the Common Assessment Framework (CAF)
- developing and implementing a ‘Think Family’ approach for Oldham
- establishing a shared vision and planning framework for area working and accelerating the pace of implementation
- identifying opportunities for co-locating and integrating an increased number of children and young people services by using available assets and capital resources
We will **enhance financial planning** by:

- mapping all budgets and resources spent on children and young people services to identify opportunities for improving value for money
- developing a financial plan for delivery of Oldham’s Children and Young People Plan
- reviewing and updating Oldham Children’s Trust Joint Commissioning Strategy and Commissioning Framework and agreeing a set of joint commissioning priorities for 2009/10

We will **develop a data-rich and evaluative approach to strategic and operational planning and evaluation** by:

- refining and embedding the Trust Performance Management Framework
- improving the collection and collation of data at a borough-wide, locality and child/young person level data and identifying how datasets might best be linked so that more informative investigations and tracking of outcomes for specific and vulnerable groups can take place
- developing an evaluation framework that provides information from users and service reviews on the impact of services on improving outcomes

We will **remodel and develop the workforce** by:

- refreshing the Integrated Children’s Workforce Strategy and developing an action plan
- agreeing shared data priorities to inform integrated recruitment, retention and training strategies
- developing common approaches to leadership and management to enable high quality succession planning for integrated services
Contact and consultation details

We would like to hear what you think of this plan

- Have we missed anything out?
- Is the plan working?
- Do you have any new ideas to help us improve children and young people’s lives?

Your comments can be emailed to:

cypp@oldham.gov.uk

Or you can contact the Children’s Trust Development Officer at:

People, Communities and Society  
Oldham Council  
Level 8, Civic Centre  
West Street  
Oldham  
OL1 1XJ