



Oldham Children & Young People's Partnership



OLDHAM

CHILDREN & YOUNG PEOPLE'S STRATEGIC PLAN 2006-2009

In Oldham, all children and young people,



to live full, enjoyable, high quality lives.

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Welcome

Welcome to the first Strategic Plan for Children and Young People's Services in Oldham. The Plan begins to set out how we intend to reform children and young people's services across the Borough of Oldham over the next three years through integrating services and transforming their delivery so that they become **Local, Integrated and Personalised**.

Children and young people and their parents and carers have helped us to create this Plan and we have consulted widely with the organisations and agencies across Oldham that work with children, young people and their families. The Plan is our response to the challenges presented to local partnerships by the Every Child Matters: Change for Children agenda and the Children Act 2004. In particular this means improving outcomes for children and young people so that they:

- **Are healthy;**
- **Stay safe;**
- **Enjoy and achieve;**
- **Make a positive contribution; and**
- **Achieve economic wellbeing.**

We are committed to making the best possible use of the four key resources we have at our disposal:

- **Children, young people and their families themselves** – whom we will involve closely as we develop new ways of working;
- **People** – the children and young people's services workforce across all sectors including volunteers;
- **Financial** – the funds available to us; and
- **Physical resources** – the range of buildings and open spaces available through which children, young people and families will access services.

We are determined to make a real difference to the life chances of all children and young people through this strategy. We want to see an improvement in outcomes which significantly narrows the gap within the Borough and between Oldham and the rest of the country. To achieve this, in many cases, we will need to focus our attention on our most deprived neighbourhoods and communities, whilst maintaining high quality universal services across the whole Borough.

This plan covers outcomes and provision for all children and young people from pre-birth to 19, extending to 25 years old for certain vulnerable young adults. We know that this Plan will evolve over the coming months as there is still work to be done in planning: integrated delivery; use of resources; the formation of a new Children's Services department in the Council; and reforming the Children & Young People's Partnership. However we hope you find the Plan helpful and that you are able to understand the contribution you are able to make to our vision for all our children and young people:

“In Oldham, all children and young people matter. Our aim is for them to live full, enjoyable, high quality lives.”



Andrew Kilburn



Chief Executive, Oldham MBC
Chair, Oldham Children and Young People's Partnership.

Oldham Children & Young People's Plan

Currently, a whole range of plans exist which set out how services will be delivered locally. We know that individual detailed service improvement; business; or delivery plans will **continue to exist** locally.

This Plan provides a strategic framework by:

- Setting the scene: 'Oldham in Profile'; and key demographic information on children and young people;
- Presenting feedback on very recent consultation exercises undertaken with children, young people and their parents and carers;
- Setting out governance arrangements;
- Outlining ways of working which will initially encourage services to share plans, targets and outcomes, working towards integrated planning, commissioning and service delivery;
- A framework under which universal, preventative, targeted and protective services will operate effectively to improve outcomes for all whilst safeguarding and protecting the most vulnerable; and
- Giving an overview of performance against key outcomes across the Borough and identifying our key priorities for outcome improvement and process development.

The Planning Framework

Although the requirement to prepare this Plan rests with the Local Authority, it is important to recognise the framework within which it sits. The Plan takes full account of:

The Oldham Partnership's Community Strategy; Oldham Council's Corporate Plan; Oldham Social Services Children's Services Performance Improvement Plan; Oldham Primary Care Trust's Local Delivery Plan (including Health and public health services for children and young people, child and adolescent mental health and sexual health);

A wide range of other strategic, business, delivery or continuous improvement plans from a wide range of children and young people's service partners:

Alcohol Strategy; Behaviour Support Plan; Children Centres & Extended Schools Strategy; Strategy for Children with a Disability; Connexions Continuous Improvement Business Plan; Crime & Disorder Reduction Strategy; Early Years Plan; Education Improvement Partnership Plan (Excellence in Oldham); Housing – Young People's Housing Strategy; Local Learning Partnership Plan; National Probation Service Plan; Oldham Community Leisure Ltd (OCLL) Business Plan; Local Policing Plan; Regeneration Strategy; School Organisation Plan; Social Services' Commissioning Strategy, Special Educational Needs Plan; Sports Development Service Plan; Traffic and Transport Plan; Voluntary, Community & Faith Sector Strategy; Young People's Substance Misuse Plan; Youth Justice Plan; and Youth Service Plan.

Oldham in Profile

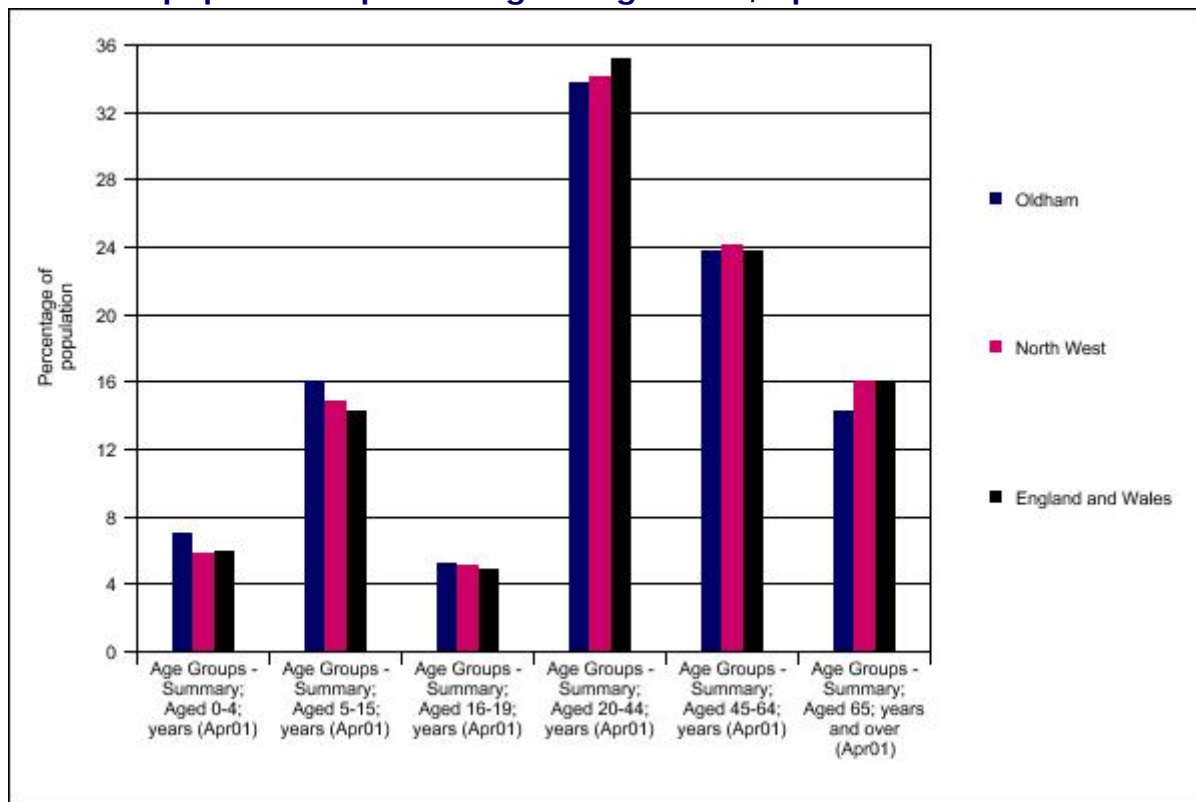
Based on the 2001 Census, Oldham's overall population was 217,273. Unlike the North West region and England as a whole, the overall population is predicted to rise by 2.8% by 2021. It is a relatively young population with 28.2% under the age of 20 compared with a national average of



25.1%. However, population research indicates that the 0-19 population will decrease slightly by 2011 and then remain steady for the next 10 years. Only 6.8% are aged 75 or over compared with 7.6% nationally. Table 1 overleaf compares Oldham with the North West and England.

Table 1

Resident population: percentage in age band, April 2001



Other characteristics, which have emerged from the 2001 Census and other, more recent, research, include:

- **Population density**, particularly in inner urban areas is extremely high. Oldham averages 1,535 people per square kilometre, compared with an average of 480, for the region and 380 for England overall.
- 25.2% are **lone parent households** with dependent children (22.8% nationally);
- 24.4% 0-18 year olds are from a black, minority ethnic (**BME**) background (13.7% nationally);
- In Summer 2004, the **employment rate** was 71.2 per cent (compared with an average for Great Britain of 75 per cent);
- In October 2005 the **unemployment rate** at 3.1% was just lower than the national average (3.2%). However, the Coldhurst ward rate was over three times the Borough average and St James', Werneth and Alexandra rates were over twice the Borough average.
- 20.3% had a limiting **long-term illness** (18.23% nationally);
- In Oldham the **total fertility rate** (TFR) was 2.14, the national average TFR was 1.64 for the United Kingdom in 2002;
- 23.2% of primary age pupils were eligible for **free school meals** in 2004 compared with the national average of 17.3%. Similarly the secondary school average of 20.1% was well above the national average of 14.3%; and



- 12.9% had a **degree or higher level qualification** (NVQ level 4) (almost 20% nationally).

In addition, according to the Index of Multiple Deprivation (2004) Oldham is ranked 46th. This has improved since the last Index in 2000 when Oldham was 38th. According to the Index, 10 super-output areas (smaller geographical areas within ward boundaries) are amongst the most deprived 3% in England.

This snapshot of challenges which significantly impact on the lives of children and young people locally have resulted in a Community Strategy for the Borough containing a set of priorities for the Oldham Partnership. **This Plan focuses on the Children & Young People's element of the Community Strategy.**

Children & Young People aged 0-19 years

Based on the 2001 Census, Oldham's 0-19 population was 61,231.

The Borough of Oldham has established **six areas** or localities grouping together adjacent wards. The individual children and young people populations of the six areas are shown in Table 2 below. West Oldham with a total population of 45,184 is the largest and accordingly has a much greater concentration of younger residents, 15,958. The distribution of 0-19 year olds in each area is clearly not proportionate to overall populations and does differ significantly from area to area.

The inner-urban areas of East and West Oldham have proportionally larger concentrations of 0-19 year olds compared with the total populations in the two areas. The Failsworth and Hollinwood area is more or less comparable, whereas the remaining 3 areas of Chadderton, Royton & Shaw and Saddleworth & Lees have proportionally fewer concentrations of 0-19 year olds.

Table 2 - Population Distribution by Area and Age

	Chadderton	East Oldham	Failsworth & Hollinwood	Royton & Shaw	Saddleworth & Lees	West Oldham	Oldham
Age 0-4	1,756	2,834	2,077	2,239	1,893	4,397	15,196
Age 5-15	4,623	5,785	4,863	6,050	4,878	8,597	34,796
Age 16-17	832	1,007	780	1,138	862	1,567	6,186
Age 18-19	668	823	700	853	612	1,397	5,053
Total	7,879	10,449	8,420	10,280	8,245	15,958	61,231
Percentage of 0-19 Population	12.9%	17.1%	13.8%	16.8%	13.5%	26.1%	100%
Total Population	31,114	33,345	30,465	42,682	34,483	45,184	217,273
Percentage of Total Population	14.3%	15.3%	14.0%	19.6%	15.9%	20.8%	100%

Source: Census 2001 [Uses pre-2004 ward data. 18-19 population estimated from 18-24 aged band]

Children & Young People and Ethnic Origin

Table 3 (below) shows the residency of children and young people (aged 4-19) by ethnic origin. The percentage of Black & Minority Ethnic (BME) in this age range resident in Oldham is 26% and the white percentage is 74%.



The table indicates that the area that most closely matches the Borough's overall ethnic mix is East Oldham with 31.7% BME and 68.3% white respectively. The remaining 5 areas are much more mono-cultural with Chadderton, Failsworth & Hollinwood, Royton & Shaw and Saddleworth & Lees being predominantly white and West Oldham having the highest BME population (65.3%).

In 2004, 24.2% of primary age children's first language was other than English, compared to the national average of 11.0%. In the secondary sector the figure was 16.3% for Oldham compared with 13% for England.

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The Model of Need

We are keen to identify what needs to change so that we deliver more effective joined up preventative work within local communities. This change will take time but we expect to make significant progress during the lifetime of this Plan.

Children, young people and their families have varying needs which require different types of support of differing intensity at different times in their lives. If we are to achieve our vision, we need to ensure that we are able to assess, plan and take action to meet all of these needs.

Our borough-wide assessment of need will inform our resource allocation process ensuring we **target areas and wards with the poorest outcomes** for children and young people. However, we need to recognise that **pockets of health and socio-economic disadvantage** and **educational underachievement** occur even within our statistically least deprived communities. So, we will ensure that:

- a) We develop, rapidly, a more sophisticated analysis using outcome data based on super-output areas;
- b) Implement the Individual Child Index according to the timetable and methodology proscribed by the DfES, and
- c) Implement the Common Assessment Framework across a wide range of universal services to ensure early intervention with children, young people and families who require additional support.

Like most parts of the country we have developed a four-tier model to identify individual needs. Our response to meeting these needs will, wherever possible be underpinned by our philosophy of **"local, integrated and personalised"**. Whilst recognising that some services, particularly those providing responses to high level or acute needs, will need to remain centralised, we will explore ways in which more and more of these services can operate as integrated or co-located teams, e.g. services for children with disabilities and complex needs.

Our intention is that the needs of the vast majority of our children and young people will be met by high quality, well-resourced universal services (**Tier 1**). As some children and young people inevitably progress into more targeted (**Tier 2**) services, we aim to minimise progression into **higher tier services** through early effective identification, intervention and support. Over time we will **determine our success** by measuring the **minimisation of progression** through the tiers.

Tier 1 – Universal

The vast majority of children, young people and their families will only ever need to access universal services, these being those provided for all:



- General health services: maternity, health visitors; GP services, dentists etc;
- Education services: schools, colleges, lifelong learning and training providers;
- Community services: play activity and child care; youth services; sport, culture and leisure; and
- Information and advice services: Early Years service, Pupil Service, Student Service; and Connexions.

Tier 2 – Targeted

A child or young person has a targeted need if they are identified as benefiting from some additional support without which they would be at risk of not achieving their full potential. In many circumstances these additional needs may be short-term: for example a child requiring a period of hospitalisation for an illness or injury from which they fully recover; or a child who is experiencing difficulty in making the transition between primary and secondary school. Others will often be in need of additional support because of their own physical, emotional and educational development, their family circumstances or environment. It is these circumstances which, if ignored, can lead to poorer life outcomes and require increased and higher level interventions.

Tier 3 – Complex

A child's needs remain complex even if they are being met due to their number, significance or depth. These children and young people may have a permanent learning or physical disability, be a young carer or live in complex family circumstances. In these situations a more co-ordinated multi-agency response is needed.

Tier 4 – Acute

This defines those children and young people with the most urgent and chronic needs. Their needs are highly complex and often require interventions from specialist professional services. They may include children who are at risk of significant harm and require immediate protection. They may be Looked after Children, be seriously injured or ill, have highly complex physical or mental health needs. Again, for some, these needs may only be short-term because of particularly difficult circumstances in their lives. Others experience this level of need for prolonged periods of time and into adulthood during which the level and type of need may change.

Detailed examples of needs which may occur across Tiers 1 – 4 are shown in Appendix 1

Children in Oldham

E.g. Looked After C&YP, in immediate danger, having immediate life threatening health needs

Tier 4 – Children or families in crisis

Tier 3 – Children & Families needing intensive assistance

E.g. C&YP with complex disabilities, requiring support from more than one agency, complex family circumstances, Young Carer



In Oldham, all children and young people are believed to need additional support. 8,500 are

believed to need additional support.

live full, enjoyable, high quality lives.

The National Context

The real driver for change came about as the result of the Lord Laming Inquiry into the death of Victoria Climbié. The recommendations in the report resulted in the publication of the Green Paper 'Every Child Matters' in September 2003 and the subsequent Children Act 2004. The recently-published report from the Bichard Enquiry into the Soham murders continues to inform policy particularly relating to safeguarding children, information sharing between agencies and safer recruitment of staff employed working with or around children and young people.

The 'Every Child Matters' Green Paper sets out a whole-system approach to improving outcomes for all 0-19 year olds and the Children Act places this within a legal framework.

In the National Health Service, the mechanism for improving the health of children and young people is the National Service Framework (NSF) for Children, Young People and Maternity Services. This was launched by the Department of Health in September 2004. The NSF is a ten-year programme designed to bring about sustained improvement in children's health and wellbeing.

The publication, in July 2005, of the *Youth Matters* Green Paper consulted on:

- reform for the support services for 11-19 year olds including information, advice and guidance;
- young people's participation in a wide range of sport, cultural, informal learning, volunteering and diversionary activities; supported by
- proposals for an "Opportunity Card".

The recent publication of the Education White Paper points to a refining of the relationship between local authorities and schools.

Moving towards a Children's Trust for Oldham

Effective **governance and accountability** arrangements are essential to ensure that the Plan are implemented efficiently. This section outlines significant changes to governance arrangements within Oldham Council and on a multi-agency basis, which become operational on **April 4th 2006**.

Lead Member for Children's Services – The Council will re-structure its Cabinet so that there will be one Executive Member who is accountable for all services delivered or commissioned by the Children's Services Department.

Executive Director of Children's Services – The Council has also embarked on a significant restructuring exercise, one of the aims of which is to integrate key services for children and young people within one department. This new Department will be overseen by an Executive Director of Children's Services.

A new Children's Services Department will bring together core services for children and young people. This will enable professionals working within education and social care settings to develop more integrated ways of working, which can meet the individual needs of children and young people more effectively.

The Council's **Partners and their 'Duty to Co-operate'** - are central to the effectiveness of this Plan. We know that no single agency can ensure that children and young people achieve the best



possible outcomes. By working closely in partnership, the resources (financial, staff and premises) of all those agencies working with children and young people can be utilised in the most effective way.

Section 10 of the Children Act (2004) places a new duty on local authorities to ensure that partners are co-operating locally to secure the best possible outcomes for children and young people, and a reciprocal duty on the authority's partners to co-operate with the local authority, and each other. This is the cornerstone of what is referred to as a '**children's trust approach**'. The partners named in the legislation are:

- The Strategic Health Authority
- The Primary Care Trust
- The Youth Offending Service
- The Connexions Service
- The Police Force
- The Learning and Skills Council and
- The Probation Service

In Oldham, we know that we need to engage a broader range of partners in our co-operation arrangements. In particular, the involvement of schools and colleges, as key universal service providers to all children and young people will be crucial to the successful implementation of our vision. A huge range of organisations in the independent, voluntary, community and faith sectors is engaged with children and young people and has a unique and significant contribution to make.

We must also ensure that our commitment to putting the **active involvement** of children, young people, parents and carers at the heart of service development, delivery and evaluation is realised in our partnership arrangements.

The Oldham Partnership provides the overarching strategic infrastructure that underpins effective collaborative, multi-agency working, based on agreed priorities and approaches and communicated through Oldham's Community Strategy. The Oldham Business Planning Process has been developed to ensure synergy between the planning cycles of the Council and its partners. The Oldham Partnership currently comprises ten thematic sub-partnership groups, although discussion is currently underway to reconfigure sub-partnerships in line with the five Local Area Agreement themes: Children & Young People, Economy, Health & Older People, Housing and Safer & Stronger Communities.

The **CYPP** was established in November 2003 to provide a forum for the broad range of services delivered to children and young people in the Borough. It has overseen the implementation of the **Every Child Matters: Change for Children** programme and provides strategic direction and leadership to all services working with children and young people.

In 2004, the CYPP was restructured to comprise a small and focused **Executive Board**, bringing together senior representatives of the Council's Social Services and Education and Cultural Services Departments, the Primary Care Trust, the Police and the voluntary, community and faith sectors.

Five **Outcome Sub-groups** were established, to include services and agencies that were making significant contributions to each of the five Every Child Matters key outcomes. These groups have provided forums for identifying strengths and areas for development and brought together professionals at service management level to begin to develop a more joined up approach.



As our thinking has evolved, we believe we need to refine the way in which the Partnership operates. The CYPP Executive Board membership may need to be revised to include those partners named in the Children Act (2004) as being under a duty to co-operate, and most notably, **schools and colleges**.

Consequently, we propose that a **review of the membership of the CYPP Executive Board** will be undertaken by June 2006.

Delivering Change

The move to **Local, Integrated and Personalised** service planning and delivery will also need to be reflected in the Partnership's structure. We will explore, with partners, whether this can be achieved through existing arrangements or whether there will be a need to establish Partnership Locality Groups covering each of the six areas within the Borough.

A Children's Trust is a conceptual model which describes the way in which a range of services will work together to improve outcomes for children and young people. The defining features of this are:

- An agreed, multi-agency, outcome-based **vision for children, young people and families**;
- **Inter-agency Governance** covering the role and composition of the Children and Young People's Partnership, which will oversee the implementation of this Plan;
- This Plan presents an **over-arching strategy** for all organisations working with children and young people in Oldham. It sets out our agreed priorities, the targets we have set for ourselves to measure progress, and begins to explore new ways in which we will work together to achieve those targets;
- A **Commissioning Strategy** has been developed as part of the Children's Social Care Improvement Plan. Its portability into the wider range of children & young people's services will be considered further by the CYPP Executive Board;
- The aligning and **pooling of budgets** has yet to be fully explored, however the Local Area Agreement affords flexibility in this area;
- **Integrated front-line delivery** – some services will be integrated at the point of delivery through the developing Children's Centres and Extended Schools. In Oldham, we are also integrating specialist service delivery where this is appropriate. We have identified services delivered to children and young people with disabilities and their families, as our initial priority; and
- **Integrated processes** – Page 15 of this plan describes the new Common Assessment Framework that professionals working with children and young people will utilise to identify needs in a holistic way and co-ordinate the work of a range of services to meet those needs. A new Information Sharing Index will enable a range of different professionals and services to access basic information about children and young people they have concerns about, to enable them to liaise more effectively with other services.

Taken together, these key features describe Oldham's current children's trust approach. This can, for now, be described as a **'virtual trust'**, where partner agencies retain their own identity but work together within a formal framework of accountability and transparency.



The Local Safeguarding Children Board (LSCB) will become operational on April 4th 2006. The LSCB will take a new range of duties and responsibilities as set out in the Children Act 2004, as well as the functions of the existing Area Child Protection Committee (ACPC), which will cease to exist. The LSCB will be a sub-group of the Oldham Partnership, with powers to hold the Children and Young People's Partnership and its constituent membership to account for its work to safeguard children and young people.

The LSCB was established in shadow form in September 2005 and has been meeting to develop its structure, terms of reference, resources and work plan. The LSCB will, for now, be chaired by the Assistant Director – Children & Families and the organisations represented on its membership will comply with national guidance. It will be overseen by a small Governance body.

Our Workforce: Paid and Voluntary - There is a vast array of people, working in both paid and unpaid capacities, who provide a broad range of services to the children and young people of the Borough. For some professions, notably family support workers, health visitors, learning mentors, nursery nurses, social workers, teachers, Connexions personal advisers and youth and community workers, there are relative large numbers.

Inevitably, there will be much smaller numbers of staff providing more specialist services e.g. psychiatry, speech and language therapy. A highly skilled and committed workforce is essential if we are to deliver the priorities described in this Plan. We must ensure that we are recruiting, and retaining, people with the skills and abilities to really make a difference to the lives of children and young people.

Oldham has established a multi-agency **Workforce Reform Task Group**, which has been meeting throughout 2005/06 to identify common workforce issues that require a multi-agency response. This group has developed an integrated **Workforce Development Strategy and Workforce Plan** and this is included as Appendix 3 in this Plan.

Local, Integrated and Personalised - Many children, young people and families receive excellent support from a range of different services. We believe, however, that if those services were delivered in different ways, they would be more effective, accessible to a greater range of individuals and more cost effective. Our key test will be: **“Does the way we deliver our services make sense to children, young people and families?”**

We will re-configure our services to ensure that, wherever possible, they are local, integrated and personalised. This means:

Local - where it is possible to do so, we will increasingly deliver our services in local venues, where they can be more easily accessed. This means making better use of existing local amenities such as children's centres, schools and health centres. Children, young people and families should not have to travel across the Borough to access the core services they need.

Integrated – A range of different services will be provided from one location, so that wherever possible children, young people and families will not have to access too many differing professionals to receive the range of services they need.

Personalised – We will determine what services the child, young person or family receives based on their needs, rather than what suits the service providers. We recognise that children, young people and families have very different needs and a 'one size fits all' approach is not appropriate. Each child and family will have an identified **lead professional** who will be responsible for co-ordinating the support they receive.



For most children, young people and families, the key delivery points for local, integrated and personalised services will be **Children's Centres** and **Extended Schools**. Children's centres will be co-located with primary schools and other community settings and will develop to deliver a range of integrated services to children aged 0-11, and their families, including support during pregnancy. Extended Schools will provide a range of services to children and young people and their families.

By September 2006, Oldham can expect to have opened six **Children's Centres** in the following wards:

- Hollinwood (Designated September 2004)
- Failsworth West (under development)
- Waterhead (under development)
- St. Mary's (under development)
- South Chadderton (under development)
- Coldhurst (under development)

These are all areas that fall within the most disadvantaged 20% of all areas within the UK.

The Council, under the Children's Centre Programme Phase 2 has been awarded capital funding for the development of a further 8 children's centres for opening by April 2008. This will ultimately provide 14 children's centres for Oldham. There is also some indication that further funding to facilitate an unspecified number of children's centre developments, will also be made available between 2008 and 2010.

A children's centre is expected to cover a reach area of approximately 800 children under 5. The government sets target figures for each phase, ensuring that services are developed locally within 'pram pushing' distance. To ensure this target is met, each of our identified areas will have a main 'hub' centre with at least one satellite centre ensuring easy access for families to service delivery.

Extended Schools (ES) will offer services to pupils, their families and local communities over and above their 'core business' of teaching the curriculum during the normal working day. Schools will work in partnership to support children and young people's development, taking an increasingly personalised approach to their well-being and achievement by offering services and activities that children, young people, their families and the community choose to access. ES are specifically funded to bring together:

- Childcare
- Health and social care
- Study support
- Lifelong learning and parental support
- Access to ICT
- Access to sports and arts facilities

We will examine how we apply the Extended Schools approach to the Borough's special schools to develop their role in providing support for children and young people with most complex needs.

The Government's intention is that all secondary schools will offer the core elements of ES by 2010.

We cannot expect this transformation simply to happen. It will require commitment to our vision and aims from political leaders, senior managers, service delivery staff, support staff and volunteers across the whole of the children and young people's services landscape.



If we are to achieve the outcomes for Oldham's children and young people detailed in this plan, we know that over the next three years, there will be significant changes to the way that services for children and young people are currently structured and delivered. In the main, services have been delivered by professionals often working collaboratively but remaining within their distinct professional boundaries.

There is now a recognition that, to improve outcomes for those where the gap is widest, traditional ways of working must be open to challenge and change, whilst maintaining professional accountabilities.

This will require, in many cases, a significant cultural shift, that will require investment in staff development, workforce reform and an analysis of existing skill sets and the development of new ones alongside the development of generic management and leadership skills.

However, it would be true to say that our journey towards more integrated planning and service delivery has already begun with a number of examples occurring over recent years:

- The Children's Fund Partnership;
- The Families First Project;
- Full Service Extended School pilots;
- Positive Steps Oldham;
- Looked-After Children Education Support Team;
- Multi-agency working with Children with Learning Difficulties and other Disabilities; and
- Sure Start and Children Centre pilots

We have already embarked on a change management process prior to the production of this Plan:

- The **Change for Children Management Group** comprising senior staff from the Council and Primary Care Trust (PCT) will continue to oversee the change for children strategy;
- The **Change for Children Team** comprising managers, strategists and policy formers from the Council's Education and Culture and Social Services departments, PCT and Positive Steps Oldham will continue to provide the impetus for key developments: The Local Preventative Strategy; Children's Centres; Extended Schools; CAF, ISA and ICS and provide support for the 5 outcome sub-groups;
- A **Strategic Commissioning Group** has been established; and
- The **Council** specifically, through its Organisational Development department in partnership with KPMG is developing a change management strategy to assist in the creation of a new integrated 'Children's Services' Department.

Process Priorities for 2006-07

Information Sharing and Assessment (ISA)

"Good information sharing is the key to successful collaborative working and early intervention to help children and young people at risk of poor outcomes" (DfES 2005)



Information sharing protocols have been established between agencies in the Children and Young People's Partnership. The protocols provide the sound bedrock for effective multi-agency working and enable the safe and efficient sharing of information.

Practical information sharing processes are being strengthened at all levels, particularly at frontline operational level as we develop the Common Assessment Framework and the Information Sharing Index. This will lead to closer working relationships between agencies and workers ensuring more effective, timely and appropriate service delivery.

Common Assessment Framework (CAF)

"The Common Assessment Framework is part of the wider Every Child Matters: Change for Children programme. Along with other elements, including the role of the lead professional, multi-agency working and the introduction of information sharing indexes, it should help agencies to provide a more integrated service to children, young people and families. The CAF aims to help practitioners assess children's additional needs for services earlier and more effectively."
(Implementation Guidance DfES 2005)

A co-ordinator has been appointed to facilitate the development of the Common Assessment Framework. A strategic management board has been established to oversee the development and implementation of the Common Assessment Framework.

An action plan has been developed using DfES guidance as a framework and utilising local practice based information produced by multi-agency workshops, which explored key issues such as Common Language, Service Thresholds, Lead Professional and operational processes.

Multi-agency operational task groups will undertake focused development work and establish a training program across all agencies in the CYP partnership. Information sharing processes will be enhanced using emerging ICT technologies and governed by robust Information Sharing Protocols.

CAF will commence roll out across the Borough during 2006. Monitoring and evaluation systems will be developed and implemented to ensure the ongoing effectiveness of the CAF.

Children & Young People's Information Services Directory

The Council's Early Years Service already utilises the **Opportunity Links** computerised database to map childcare, community activities and service providers aimed at children and families. This service will be enhanced to include the whole range of statutory, private, voluntary, community and faith organisations providing universal and targeted services, sport, culture and informal learning activities across the Borough.

This system, which utilises Geographic Information System (GIS) mapping, will be available to professionals and the public through the World Wide Web and in paper form. It will continue to be managed by the Early Year's Service on behalf of the Partnership.

Involving Children, Young People and their Families

Oldham Children and Young People's Partnership will ensure that children, young people and their families are seen as true partners in decision making process. In demonstrating our commitment to involvement, for our first Plan we consulted with children, young people and their parents or carers to seek their views on the **five Every Child Matters outcomes**.



Children, young people, parents and carers prioritised their needs in relation to the five outcomes of the Every Child Matters framework. The information is now being fed back into local communities, service delivery providers and incorporated into strategic planning.

The findings of the consultation give us a picture of local needs, broken down into the six area committee areas and age groups. The needs identified through consultation have created a 'golden thread' running throughout the Children and Young People's Plan itself. Local needs of children, young people, parents and carers will be revisited, with a similar borough-wide needs analysis being repeated annually, as well as ongoing participation by children and young people in the design delivery and evaluation of services.

This will be supported by the development and implementation of a borough-wide **Active Involvement Strategy**, using **Hear by Right** standards of consultation and participation and a coordinated approach to the collation and dissemination of findings. The Active Involvement Strategic Group will have multi-agency representation enabling a partnership approach to consultation and participation. The purpose of this strategy is to provide a framework to ensure there are mechanisms in place to:

- Capture existing active involvement work taking place with children and young people
- Identify good practice
- Support partners developing active involvement initiatives
- Ensure the voices of children and young people inform the change agenda.

Oldham Children's Fund has committed £75,000 to fund consultation and participation in the next financial year.

We recognise the need for continuous improvement, building on good practice, in the way we engage with children and young people, over the next three years we aim to ensure:

- A shared understanding across agencies about how children and young people can be involved in local democratic processes;
- Consultation and participation is embedded as part of service delivery, rather than a one off exercise;
- Consultation targets are embedded in all agency or service delivery plans;
- There are effective school councils within each school and structures that would enable the schools' councils to feed back on a regular basis to ward councillors and engage in dialogue;
- Adequate funding to underpin the work;
- Evidence that there has been an impact on service delivery; and
- Mechanisms in place to enable and ensure feed-back to children and young people

Feedback from our Survey of Children, Young People, Parents and Carers

The top priorities for Children aged 5 – 7 across the Borough are:

- **Do plenty of exercise**
- **Eat healthy food**
- **Don't play in the road**
- **Tell your parents where you're going**
- **Do well at School, so you get a good job**
- **Take care of people who are crying**



- Share with others
- Try your best
- Work hard

The top priorities for Children aged 8 – 10 across the Borough are:

- Talk to your parents about any problems you might have
- Don't trust strangers
- Tell your parents where you are going
- Wear seat belts in the car
- Put effort in at school and get good grades
- Be nice to people
- Adults - Don't take your anger out on children
- Go to college or university

The top priorities for Children aged 11 – 13 across the Borough are:

- Have love for and care for your family
- Don't take drugs, smoke or drink alcohol
- Wear seat belts in the car
- Tell someone if you're a victim of abuse
- More fun activities in lessons, not boring ones
- Wash yourself and brush your teeth
- Don't break the law
- Have dreams and ambitions
- Go to college or university
- Be well educated

The top priorities for Children aged 14 – 16 across the Borough are:

- Think before you have sex and use protection
- Know the consequences of using drugs
- More support for abuse victims
- Better bullying policies in schools and harsher punishment for bullies
- It's important you go to school to get a good job
- Less pressure when taking exams
- More advice on what qualifications are needed
- Free bus travel when in education

The top priorities for Children aged 17 – 19 across the Borough are:

- Show young people the consequences of using drugs
- Increase sexual advice in schools and colleges
- Increase awareness of consequences of drink driving
- Provide support to help people have a home and a family to look after them
- More choices for picking GCSE lessons
- Increase number of youth centres so young people can socialise more
- Educational Maintenance Allowances for all young people
- Show what happens to people who break the law
- Free travel for students who are 19 or younger at all times
- More encouragement during school to go to college, train or get a job



The top priorities for Parents and Carers across the Borough are:

- Promote good eating habits
- Give support to build confidence in children and young people
- Make sure people have allocated parking spaces near their homes
- Live in a safe environment
- Put things that are dangerous away from children
- As a parent, be a good role model because children copy you
- Have a happy school environment
- Praise the good in children
- More approachable staff when claiming child benefits
- Give children pocket money

How will we make a difference?

First of all we can see how well children and young people are doing within Oldham against the set of indicators contained within the Every Child Matters Outcomes Framework. In addition to these, certain key priorities have emerged from:

- Our **consultation exercises** with children, young people and families;
- Consultation with **partners**;
- Our analysis of baseline **performance data**; and
- Feedback from the joint Ofsted/CSCI **Annual Performance Assessment** in the Summer of 2005

Our key priorities are also incorporated into the Children & Young People's block with the Oldham Partnership's **Local Area Agreement** (LAA) with Government Office North West. The LAA sets **challenging targets to be achieved by 2009 unless otherwise stated. Local Area Agreement Targets are in Red.** The following table is the combined Outcomes Framework for Oldham.



Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
BE HEALTHY	Reduce the Infant Mortality Rate expressed as per 1,000	8 (2002-4)		PCT – Annual Public Health Report 2005 NHS Children's National Service Framework (NSF)	Promote breastfeeding as per performance target Achieve reduction in smoking during pregnancy target Ante natal contact via Health Visiting Service Early support for teenage parents via specialist midwife and Health Visitor	PCT
	Percentage of schools achieving "2005 Healthy Schools Status" is increased	22.7%	95% (Dec 2009)	LAA Children's Block Delivery Plan Healthy Schools Implementation Plan Primary & Secondary Service Improvement Plans	Ensure schools located in areas demonstrating health deficiencies (high levels of obesity, teenage pregnancy, substance and alcohol use) are targeted Implement actions contained within Healthy Schools Implementation Plan and Primary and Secondary Service Improvement Plans Work in partnership with Sport & Recreation Development Service	Positive Steps Oldham
	Percentage incidence of obesity amongst children aged 11 is reduced	25%	24% (Oct 2008)	LAA Children's Block Delivery Plan Choosing Health Healthy School Standards Implementation Healthy Eating Strategy Sports Development Plan OCLL Business Plan	Monitor height and weight of all reception age and year 6 children in line with DoH 'Measuring Obesity Guidance' Promote healthy eating initially via health visiting service and through healthy school meals initiative Implement actions contained within Choosing Health, Healthy School Standards Implementation, Healthy Eating Strategy, Sports Development Plan (including School Sport Coordinator Action Plans and overall delivery of the Oldham PE, School Sport Club Links Strategy) and OCLL Business Plan	PCT
	Death Rate from Suicide and Undetermined Injury (all ages) per 100,000 population	10	7	Mental Health Strategy and Local Implementation Plan Child & Adolescent Mental Health Services (CAMHS) Strategy National Institute for Clinical Excellence (NICE) Guidance	Measure current provision against NICE Guidance and develop action plan as part of CAMHS and Adult Mental Health Strategy	PCT
	Improvement in Access to Child & Adolescent Mental Health Services (CAMHS)	90 (2004)	145	CAMHS Strategy and Action Plan Children's NSF	Achieve waiting time target for initial appointments Offer choice of environment for appointments	PCT

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Number of conceptions to under 18s per 1,000 females aged 15-17 is reduced with the ward with the highest rate being no higher than 70.0	56.6 (data for 2003 reported in Feb 2005)	33.5	LAA Children's Block Delivery Plan Healthy Schools Strategy Teenage Pregnancy Strategy PCT Local Delivery Plan Brook Advisory Service Business Plan Children's NSF	Target wards with highest conception rates Implement contraceptive services strategy across all young people's services Ensure effective Sexual Relationship Education (SRE) programmes in all schools through Healthy Schools Standard Implement actions contained within Healthy Schools Strategy, Teenage Pregnancy Strategy, PCT local Delivery Plan, Brook Advisory Service Business Plan and Children's NSF	Positive Steps Oldham
	Reduce incidence of Sexually Transmitted Infections amongst under-18s	Baseline to be established in 2006-07		LAA Children's Block Delivery Plan Children's NSF Annual Public Health Report Choosing Health	Roll out Chlamydia Screening Programme and provide treatment at the point of care Establish baseline of numbers screened and data on positivity rates Ensure effective SRE programmes in all schools through Healthy Schools Standard Implement actions contained within Children's NSF, Annual Public Health Report and Choosing Health	PCT
	Percentage of young people stating they consumed alcohol in the last month is reduced: <ul style="list-style-type: none"> • Aged 11-15 • Aged 15 	42.7% 76.4%	36.0% (Dec 2008) 70.0% (Dec 2008)	LAA Children's Block Delivery Plan Healthy Schools Strategy Alcohol Strategy Choosing Health Children's NSF	Ensure effective Drugs and Alcohol programmes in all schools through Healthy Schools Standard, School Health Service to deliver as part of the Personal Health and Social Education (PHSE) curriculum Implement actions contained within Healthy Schools Strategy, Alcohol Strategy, Choosing Health and Children's NSF	DAAT
	Percentage of Children & Young People who are regular smokers	8.1%	7.6%	Healthy Schools Strategy Smoke-Free Oldham Strategy PCT Public Health Improvement Plan Choosing Health	Roll out Smoking Cessation Groups for young people in targeted areas Preventative work as part of PHSE delivery via school health Service	PCT
	Percentage of Children consuming 5 portions of fruit and vegetables per day	55.1%	60.0%	Child Health Promotion Programme Choosing Health Children's NSF	5 a day sign up for all primary schools Ensure effective PHSE programmes in all schools through Healthy Schools Standard	PCT
	Percentage of young people admitting to using illicit substances in the last 6 months is reduced <ul style="list-style-type: none"> • Aged 11-15 • Aged 15 	7.4% 15.1%	5.5% (Dec 2008) 13.5% (Dec 2008)	LAA Children's Block Delivery Plan Healthy Schools Strategy DAAT Strategic Plan Children's NSF Choosing Health	Ensure an effective referral strategy is in place and used by all services and agencies across all sectors Preventative work as part of PHSE delivery via School Health Service Implement actions contained within Healthy Schools Strategy, DAAT Strategic Plan, Children's NSF and Choosing Health	DAAT

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	<p>Percentage of children and young people aged 5-16 inclusive who take part in high quality PE or school sport for more than 2 hours per week is increased</p> <p>Of those taking part in two hours of high quality PE and sport in school, the number also taking part in sport or moderate physical activity in the community for 1 or more hours a week is increased</p>	68%	88%	LAA Children's Block Delivery Plan Sports Development Service Improvement Plan OCLL Business Plan	<p>Continuation of the Strategic School Sport Group and the delivery of the PE, School Sport and Club Links Strategy and in particular the strands within it</p> <p>Develop a partnership and delivery model involving Sport and Recreation Development, Directors of Sports and Partnership Development Managers from Sports Colleges, and all schools through SSCOs and PLTs</p> <p>Implement actions contained within Sports Development Service Improvement Plan (in particular the delivery and development of the Open for Action programme), delivery of the PESSCL Strategy and OCLL Business Plan</p>	
STAY SAFE	Percentage of children registered during the year on the Child Protection Register who had previously been registered	7.3%	10% (2006/7)	Children's Social Care Service Improvement Plans	<p>Continue to closely monitor registrations and re-registrations to ensure that performance falls within acceptable and good bandings</p> <p>Continue to ensure that any fluctuations in re-registration rates can be explained on a cases by case basis</p> <p>Continue to track the level of support given to de-registered children to minimise re-registrations</p>	OMBC Children's Services – Social Care
	Number of 0-15 year olds injured or killed in road traffic accidents is reduced	24 (2000 -2004 average per year)	15	Road Safety Strategy	<p>Ensure road safety education is offered to Key Stages 1, 2 and 3 pupils in all schools within the Borough</p> <p>Junior Road Safety Officer scheme in all primary schools throughout the Borough</p> <p>Road safety education is provided in the transition from primary school to secondary school which is the stage when children are most vulnerable</p> <p>Offer annual Safer Cycling Scheme to primary schools on a rota basis, and cycle training during the summer holidays at local sports centres</p> <p>Support the Department for Transport National Publicity Strategy calendar working on a different campaign each month by organising publicity in the local press, campaigns throughout the Borough both in the community and schools</p> <p>Implement The Neighbourhood Road Safety Initiative (NRSI) in partnership with schools and Surestart Centres</p>	OMBC Road Safety Unit

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Percentage of 11-15 year olds experiencing bullying in schools and other venues is reduced	19%	14% (2008)	LAA Children's Block Delivery Plan Schools Anti-Bullying Policies Healthy Schools Implementation Plan	Ensure anti-bullying policies are reviewed through Healthy Schools Standard status Implement actions contained within Schools Anti-Bullying Policies and Healthy Schools Implementation Plan	OMBC Children's Services - Inclusion
	Percentage of 11-15 year olds reporting racist abuse, threats or attacks in schools and other venues is reduced	13.7%	11.5% (Dec 2008)	LAA Children's Block Delivery Plan Schools Anti-Bullying Policies	Ensure anti-bullying policies are reviewed through Healthy Schools Standard status Implement actions contained within Schools Anti-Bullying Policies	OMBC Children's Services – Inclusion
	Fear of Crime and Anti-Social Behaviour	Baseline to be established in 2006/7		Safer & Stronger Communities Strategy		OMBC Community Safety Unit
	Percentage of Looked After Children aged under 16 who have been looked after for more than 2.5 years and have been living in same placement for at least 2 years or placed for adoption	64.7%	68.0% (2006/7)	Children's Social Care Service Improvement Plans	Continue the review matching process for foster carers and residential units, to minimise placement breakdowns and moves Continue to review training supervision and support to foster carers and residential social workers Continue to analyse why placements have broken down Continue to monitor through audits and supervision that Looked After Children visits are undertaken in time scales	OMBC Children's Services – Social Care
	The number of Looked After Children adopted during the year as a percentage of the number of Children Looked After at 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day (C23)	4.9%	8.0%	LAA Children's Block Delivery Plan Corporate Plan Children's Social Care Service Improvement Plans	Reduce 2 cases of Kinship care to 'Residence Orders' Investigate the potential for transferring the case holder to the adoption team when the child should be placed for adoption EDRS report to be written to propose the transfer of case to the adoption team by June 2006 and decision to be made by July 2006	OMBC Children's Services – Social Care

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
ENJOY AND ACHIEVE	Percentage of children reaching 'Good' level of development at end of Foundation Stage is increased	46%	50%	LAA Children's Block Delivery Plan Early Years Plan	Improve partnership working between Early Years Service and Primary School Improvement Service through regular communication, to embed Foundation Stage within the new literacy and numeracy frameworks Implement actions contained within the Early Years Plan Roll out the Communication Matters Programme Implement project to improve inclusion in early years Training strategy for new Early Years Foundation Stage developed and widely communicated and disseminated Early Years Foundation Stage implemented Borough wide Support and Challenge Strategy for the non-maintained sector developed and implemented	OMBC Children's Services – Early Years Service
	Half-days missed through authorised and unauthorised absence is reduced: <ul style="list-style-type: none"> Primary Secondary 	5.7% 8.28%	5.2% 7.4%	LAA Children's Block Delivery Plan Children's Services Department Attendance Strategy Access Section Service Improvement Plan Education Welfare Service Business Plan Local Authority/DfES RAG Action Plan Behaviour Support Plan	Continue to develop and implement Children's Services Department Attendance Strategy: <ul style="list-style-type: none"> Review of Strategy to be undertaken in current service planning year Role of Attendance Leader to be developed in all Oldham Schools Development and appointment of post of Attendance Initiatives Officer Pilot and roll-out of Primary EWO On-line Mainstreaming and strengthening of Pupil Tracking / Children Missing Education (CME) Team Ensure funding continues to support Research & Intelligence (Attendance) Officer function Ensure closer partnership working with Behaviour and Attendance (B & A) Consultant and School Improvement Service Regular meetings of Attendance Forum to take place Regular liaison meetings between B & A Consultant and EWS Continued participation in Behaviour Strategy Task Group Participation in strategy meetings for schools the Authority has identified as giving cause for concern Implement actions contained within Access Section Service Improvement Plan, Education Welfare Service Business Plan, DfES LA Attendance RAG Action Plan and Behaviour Support Plan	OMBC Children's Services – Access Team (incl. Education Welfare Service)

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Percentage of 7 year olds achieving Level 2+ Reading at Key Stage 1 Borough wide is increased with the lowest performing school achieving not lower than 60%	81%	85%	LAA Children's Block Delivery Plan Corporate Plan School Improvement Service Delivery Plan Primary Collaboratives' Strategy	Develop a Primary Strategy Improvement Plan ensuring Primary Strategy Consultant resources are used only with lowest performing schools Commission Lancashire County Council's Learning Excellence consultancy to work with a wider range of primary schools achieving below average results in Key Stage 1 Implement actions contained within the School Improvement Service Delivery Plan and the Primary Collaboratives' Strategy	OMBC Children's Services - School Improvement
	Percentage of 7 year olds achieving Level 2+ Writing at Key Stage 1 Borough wide is increased with the lowest performing school achieving not lower than 50%	79%	83%	LAA Children's Block Delivery Plan Corporate Plan School Improvement Service Delivery Plan Primary Collaboratives' Strategy	Develop a Primary Strategy Improvement Plan ensuring Primary Strategy Consultant resources are used only with lowest performing schools Commission Lancashire County Council's Learning Excellence consultancy to work with a wider range of primary schools achieving below average results in Key Stage 1 Implement actions contained within the School Improvement Service Delivery Plan and the Primary Collaboratives' Strategy	OMBC Children's Services - School Improvement
	Percentage of 11 year olds achieving Level 4+ in English at Key Stage 2 Borough wide is increased with the lowest performing school achieving no lower than 50%	76%	81%	LAA Children's Block Delivery Plan Corporate Plan School Improvement Service Delivery Plan Primary Collaboratives' Strategy	Develop a Primary Strategy Improvement Plan ensuring Primary Strategy Consultant resources are used only with lowest performing schools Commission Lancashire County Council's Learning Excellence consultancy to work with a wider range of primary schools achieving below average results in Key Stage 2 Implement actions contained within the School Improvement Service Delivery Plan and the Primary Collaboratives' Strategy	OMBC Children's Services - School Improvement
	Percentage of 11 year olds achieving Level 4+ in Maths at Key Stage 2 Borough wide is increased.	75%	76% (2007)	School Improvement Service Delivery Plan Primary Collaboratives' Strategy	Develop a Primary Strategy Improvement Plan ensuring Primary Strategy Consultant resources are used only with lowest performing schools Commission Lancashire County Council's Learning Excellence consultancy to work with a wider range of primary schools achieving below average results in Key Stage 2 Implement actions contained within the School Improvement Service Delivery Plan and the Primary Collaboratives' Strategy	OMBC Children's Services - School Improvement

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	To establish educational achievement of 11 year old Looked After Children compared with peers and track annually to GCSE level	Data to be included in future Plan versions		Children's Social Care Service Improvement Plans	Establish the Life Chances Team with defined aims and objectives Develop systems to monitor educational attainment of all Looked After Children at all Key Stages to identify and target additional support where necessary	OMBC Children's Services – Looked After Children Education Team
	Percentage of 14 year olds achieving level 5+ in English at Key Stage 3 Borough wide is increased with the lowest performing school achieving no lower than 50%	69%	75%	LAA Children's Block Delivery Plan Corporate Plan School Improvement Service Delivery Plan	Utilise Targeted Support Grant 101 (TSG) and pump priming funding to fund English curriculum consultants in targeted schools Implement actions contained within the School Improvement Service Delivery Plan	OMBC Children's Services - School Improvement
	Percentage of 14 year olds achieving level 5+ in Maths at Key Stage 3 Borough wide is increased	66%	73% (2007)	School Improvement Service Delivery Plan	Utilise Targeted Support Grant 101 (TSG) and pump priming funding to fund English curriculum consultants in targeted schools Implement actions contained within the School Improvement Service Delivery Plan	OMBC Children's Services - School Improvement
	Percentage of 14 year olds achieving level 5+ in Science at Key Stage 3 Borough wide is increased	58%	69% (2007)	School Improvement Service Delivery Plan	Utilise Targeted Support Grant 101 (TSG) and pump priming funding to fund English curriculum consultants in targeted schools Implement actions contained within the School Improvement Service Delivery Plan	OMBC Children's Services - School Improvement
	Percentage of schools with 50% or more pupils achieving Level 5 or above in English, Maths and Science at Key Stage 3 is increased	73.3%	100%	LAA Children's Block Delivery Plan School Improvement Service Delivery Plan	Implement actions within the Secondary School Improvement service delivery plan Deploy Secondary National Strategy consultants according to school performance and need Use Targeted Support Grant and pump priming to fund additional English and Mathematics consultant time to implement the KS3 SPRINT Programme	OMBC Children's Services - School Improvement
	Percentage achieving 5+ GCSEs at A*-C or equivalent at Key Stage 4 is increased Borough wide And is increased at the following schools: Kaskenmoor Radclyffe	51.9% 18.7% 26.5%	63% 33% 35%	LAA Children's Block Delivery Plan School Improvement Service Delivery Plan	Utilise TSG and pump priming funding to fund English and Maths curriculum consultants in targeted schools Implement actions contained within the School Improvement Service Delivery Plan	OMBC Children's Services - School Improvement

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Percentage of schools with 30% or more pupils achieving 5+ A*-C grades at GCSE (Key Stage 4) is increased	93.3%	100%	LAA Children's Block Delivery Plan School Improvement Service Delivery Plan	Implement plans within Secondary School Improvement Service - Service Improvement Plan relating to Aimhigher, Gifted & Talented and Secondary Strategy	OMBC Children's Services - School Improvement
	Percentage of 16 year olds Borough wide achieving the equivalent of 5+ A*-C GCSEs including English and Maths by the end of year 11 with the lowest performing school achieving not lower than 20.5%	35.4%	42.0%	LAA Children's Block Delivery Plan Corporate Plan School Improvement Service Delivery Plan	Utilise TSG and pump priming funding to fund English and Maths curriculum consultants in targeted schools Implement actions contained within the School Improvement Service Delivery Plan Implement 14-19 LSC funded Local Initiative funding to support improvements in basic skills (ALANS)	OMBC Children's Services - School Improvement
	Educational achievement of 16 year old Looked After Children compared with peers: <ul style="list-style-type: none"> Percentage of 5 A*-C or equivalent Percentage of 1 A*-G or equivalent 	13.6% (2004/5) 45.2% (2005/6)	15% 64.5% (2006/7)	Children's Social Care Service Improvement Plans LAC Education Team Service Delivery Plan	Continue to ensure that all Looked After Children (LAC) have a school place Continue to monitor school attendance of LAC. Identify alternative provisions where necessary To review and implement the action plan developed to focus on the educational achievement of all LAC	OMBC Children's Services – Social Care and School Improvement
MAKE A POSITIVE CONTRIBUTION	Percentage of children in secondary schools participating in: <ul style="list-style-type: none"> Election of school council members Mock general elections 	Baseline to be established in 2006-07				
	Number of children and young people engaged in community cohesion activities for at least 2 hours per week through "Unity in the Community" is increased	1350	1450	LAA Children's Block Delivery Plan Unity in The Community Delivery Plan Sports Development Plan	Implement actions contained within the Unity in The Community Delivery Plan and the Sports Development Plan	OMBC Children's Services – Sports Development
	11-15 year olds involved in Voluntary Activities	16.1%	20.0%	Youth Strategy	Develop a volunteering strategy for the Borough. Update Youth Strategy to reflect <i>Youth Matters: Next Steps</i>	OMBC Children's Services/VCF Partnership

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Participation of Looked After Children (LAC) aged 5+ in review meetings is increased	75.4% (2005/6)	95%	LAA Children's Block Delivery Plan Corporate Plan Children's Social Care Service Improvement Plans	To utilise existing systems to monitor participation within reviews To ensure that all Foster Carers and Social Workers encourage all Looked After Children age 5 years and over to take an active part in the review process, care plans and pathway plans To analyse participation in LAC reviews and develop the service where necessary To review and revise the consultation documents with young people	OMBC Children's Services – Social Care
	Incidence of reported youth nuisance to be reduced	Baseline to be established in 2006-07		LAA Children's Block Delivery Plan Youth Strategy Safer & Stronger Communities Strategy Youth Crime Preventative Strategy	Update Youth Strategy to reflect <i>Youth Matters: Next Steps</i> Implement actions contained within the Youth Strategy, Safer & Stronger Communities Strategy and Youth Crime Preventative Strategy	OMBC Children's Services/VCF Partnership
	Number of young people aged 10-17 cautioned or convicted for the first time is reduced	398	324	LAA Children's Block Delivery Plan Youth Crime Preventative Strategy Youth Justice Plan Positive Activities for Young People (PAYP) Delivery Plan	Implement Youth Crime Preventative Strategy, including review of targeted provision Implement actions contained within the Youth Crime Preventative Strategy, Youth Justice Plan and Positive Activities for Young People (PAYP) Delivery Plan	Youth Offending Service
	Number of young people previously cautioned or convicted who re-offend during the year is reduced	31.3% (2004)	27.8%	LAA Children's Block Delivery Plan Youth Justice Plan	Implement Youth Crime Preventative Strategy, including review of targeted provision Implement actions contained within the Youth Justice Plan	Youth Offending Service
	Percentage of Looked After Children (LAC) cautioned or convicted is reduced	12.8%	10.0%	LAA Children's Block Delivery Plan Children's Social Care Service Improvement Plans Youth Justice Plan	Implement Youth Crime Preventative Strategy, including review of targeted provision Review partnership working between Children's Social Care and Youth Offending Service Implement actions contained within the Children's Social Care Service Improvement Plan and Youth Justice Plan Improve partnership working with Community Adolescent and Mental Health Services (CAMHS)	OMBC Children's Services – Children's Social Care Youth Offending Service

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Percentage of 16/17 year olds on Electoral Register is increased	17.5% (2004)	40.4% (Dec 2008)	LAA Children's Block Delivery Plan Youth Service Delivery Plan Elections Service Delivery Plan	Youth Service publicity campaign Utilise Connexions data to mail-shot all 17 year olds. Implement actions contained within the Youth Service Delivery Plan and the Elections Service Delivery Plan. These are annual plans from 1 st April to 31 st March	OMBC Children's Services - Youth Service
ACHIEVE ECONOMIC WELL-BEING	Percentage of 16-18 year olds Not in Education, Employment or Training (NEET) Borough wide is reduced with the lowest performing ward achieving no higher than 10.5% 16 – 18 year olds recorded as "Unknown" remains less than or equal to 5%	7.0%	5.8%	LAA Children's Block Delivery Plan Corporate Plan Connexions Continuous Improvement Business Plan	Focus resources on wards with highest rate Pilot Activity Allowances for NEET Implement actions contained within Connexions Continuous Improvement Business Plan Regular follow up of all 16-18 year olds according to status: NEET every month EET every 12 months	Connexions
	Percentage of young people with Learning & Other Disabilities in Employment, Education or Training (EET) is increased	79.5%	82.5% (Nov 2008)	LAA Children's Block Delivery Plan Connexions Continuous Improvement Business Plan	Ensure early identification and intervention to ensure post-16 route planning in place for all young people with Learning Difficulties and Disabilities (LDD) Implement actions contained within the Connexions Continuous Improvement Business Plan Connexions Personal Advisors deployed in New Bridge school	Connexions
	Percentage of Teenage Parents in Employment, Education or Training (EET) is increased	35.8%	50% (Nov 2008)	LAA Children's Block Delivery Plan Teenage Pregnancy Strategy Connexions Continuous Improvement Business Plan Care to Learn Strategy EMA Childcare Plan	Focus resources on wards with highest rate Pilot Activity Allowances for Not in Employment, Education or Training (NEET) Implement actions contained within the Teenage Pregnancy Strategy, Connexions Continuous Improvement Business Plan, Care to Learn Strategy and EMA (Education Maintenance Allowance) Childcare Plan	Connexions

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Percentage of 19 year olds achieving: <ul style="list-style-type: none"> Level 2 or equivalent in NVQ Level 3 or equivalent in NVQ 	57.2% 40.8%	64.2% 43.5%	LAA Economy and Enterprise Block Delivery Plan LSC Area Plan The Oldham College Business Plan Oldham Sixth Form College Business Plan Connexions Continuous Improvement Business Plan	Pilot Learning Agreements for 16-18 year olds in employment without recognised training	Greater Manchester LSC
	Percentage of 18-30 year olds participating in Higher Education	Baseline to be established in 2006-07		LAA Economy and Enterprise Block Delivery Plan Aim Higher Plan Junior University Project University Centre Oldham Business Plan		Local Learning Partnership
	To reduce the percentage of non-decent social housing and private sector homes in the Borough that are occupied by vulnerable households	60%	55% (2006/7) 45% (2007/8) 35% (2008/9)	LAA Housing Block Delivery Plan	Stock condition survey has indicated the levels of non-decency in the private sector Private Sector Housing Capital Programme will prioritise Decent Homes through the use of, for example: <ul style="list-style-type: none"> Home Repairs Assistance Equity Loan – Home Improvement Warm Front – Energy Efficiency Grant Group Repair 	OMBC Housing Strategy Team
	Cleaner, safer and greener public spaces and quality of the built environment in deprived areas	Baseline to be established in 2006-07				
	Level of material deprivation and low income	Baseline to be established in 2006-07				
	Percentage of children living in relatively low income households	Baseline to be established in 2006-07				
	Percentage of children living in workless households	Baseline to be established in 2006-07				
	Number of childcare places available is increased	6414	7018 (July 2008)	LAA Children's Block Delivery Plan Children's Centre Plans	Implement the Children's Centre Plans: Phase 1 Children's Centres to be operational by September 2006 Phase 2 Children's Centres to be developed by April 2008 Draft to be produced July 2006 and agreed by partners Develop and implement Childcare Strategy: Strategy implemented and childcare places created and sustained	OMBC Children's Services – Early Years Service

Overall Outcome	Targets and Indicators	Current Performance (2005 unless otherwise stated)	Future Target (2009 unless otherwise stated)	Links to Other Strategic Plan, Service Delivery or Improvement Plans etc.	Key Actions	Lead Agency
	Percentage of children and young people eligible for free schools meals who take up their entitlement	81.3% (Jan 2006)	95%			

Appendix 1

Tier 1 – 4 Needs and Services

Tier 1 – No additional support required. Services for all children, young people and families	Indicators determined by assessment	Service provision
<p>Children and young people where there are no identified unmet additional needs</p>	<ul style="list-style-type: none"> ➤ Meeting physical, emotional and educational development milestones ➤ Attending school regularly ➤ Sport, cultural, informal education, and leisure needs met ➤ Stable and secure home circumstances ➤ Effective support networks ➤ Families take full advantage of universal support services 	<ul style="list-style-type: none"> • General Health services <ul style="list-style-type: none"> ○ Midwifery ○ Health Visitors ○ Dentists ○ GPs ○ Opticians • Education & Training <ul style="list-style-type: none"> ○ Schools ○ Colleges ○ Training providers • Leisure Time <ul style="list-style-type: none"> ○ Youth Service ○ Oldham Community Leisure ○ Sports Development ○ Sports Clubs ○ Uniformed organisations ○ Voluntary, Community & Faith organisations • General Community Services <ul style="list-style-type: none"> ○ Play and childcare ○ Children's Centres ○ Housing ○ Police • Information & Advice <ul style="list-style-type: none"> ○ Connexions – Education-based) ○ Early Years Service ○ Pupil Service ○ Student Service

Tier 2 – Need for support services where children, young people and families have additional identified needs	Indicators determined by assessment	Service provision Tier 1 Services <u>PLUS</u>
<p>Families where parents/carers are under stress which may affect their child's health and development</p> <p>Children & young people whose physical, educational emotional and economic well-being may be adversely affected</p>	<ul style="list-style-type: none"> ➤ Regularly missing important health appointments ➤ Irregular school attendance ➤ Isolated or unsupported carers ➤ Large families with 2 or more children under 5 ➤ Parents with physical or mental health difficulties ➤ Young carers ➤ Special Educational Needs ➤ Behaviour management issues for parents ➤ Families with poor hygiene ➤ Early involvement with criminal activity ➤ Involved in contact or residency dispute ➤ Parents involved in alcohol or substance misuse ➤ Domestic violence concerns ➤ Early experimenting with alcohol or substances ➤ Repeatedly accessing GP, walk-in clinics or A & E ➤ 16-18 NEET 	<ul style="list-style-type: none"> • Additional Health support Services • Additional Education support Services <ul style="list-style-type: none"> ○ BEST teams ○ Education Welfare Service ○ Educational Psychology ○ SEN Services • Young Carers project • Brook Advisory Service • Connexions – Community Services • Domestic Violence services • Family Support programmes • Parenting programmes • Mentoring programmes • OASIS • Targeted diversionary activities in sport and leisure • Youth Offending Service • Youth Inclusion Support Panels • Youth Inclusion Projects • Youth Works programme • Youth Service Targeted Provision • Parent Partnership

Tier 3 – Child welfare concerns. Families with complex issues	Indicators determined by assessment	Service provision Tier 1 and 2 Services <u>PLUS</u>
<p>Families where parents/carers are under stress which is affecting their child's health and development</p> <p>Children & young people whose physical, educational emotional and economic well-being is being adversely affected</p>	<ul style="list-style-type: none"> ➤ Complex or severe social, emotional or behavioural needs ➤ Excluded/self-excluded from school ➤ Beyond parental control ➤ Considered for ABC/ASBO ➤ Homeless ➤ Chronic ill health or terminal illness ➤ Living in extreme poverty ➤ At risk of sexual exploitation ➤ Previously on Child Protection register ➤ Siblings of those on Child Protection Register ➤ Siblings of Looked after children ➤ Identified mental health issues ➤ One serious or several lesser incidents of domestic violence ➤ Asylum seekers / refugees ➤ Complex or severe medical, physical or learning needs ➤ Parents with substance dependency ➤ Receiving a YOS service 	<ul style="list-style-type: none"> • CAMHS • Learning Disabilities Team • Pupil Support Centre • Specialist medical or nursing provision • Social Services • Specialist housing support

Tier 4 – Children and young people with the most urgent and chronic needs	Indicators determined by assessment	Service provision Tier 1, 2 and 3 Services <u>PLUS</u>
<p>Children experiencing significant harm</p> <p>Children at risk of removal from home</p>	<ul style="list-style-type: none"> ➤ Subject to proceedings in the Family Court ➤ On Child Protection Register ➤ Families experiencing crisis likely to result in breakdown of care arrangements ➤ Parents unable to provide care due to physical, emotional, educational or economic difficulties ➤ Extreme behaviour likely to cause self-harm or harm to others ➤ Young runaways ➤ Living in households where parents have all the following issues: substance dependency; mental health issues; and domestic violence ➤ Persistent or prolific young offenders at risk of placement into custody 	<ul style="list-style-type: none"> • Remand fostering • Out of area placement • Legal services • Adoption and fostering services • Residential Children’s Homes • LAC Education Support Team

Appendix 2

Area Analysis

Chadderton

The Chadderton area encompasses Chadderton Central, Chadderton North and Chadderton South wards. Based on the 2001 Census, the 0-19 population in the area was 7,879 representing 12.9% of the total 0-19 population the Borough. The table indicates a drop of 13% between the 5-15 and the 0-4 age bands.

	Chadderton	Oldham	Percentage
Age 0-4	1,756	15,196	11.6%
Age 5-15	4,623	34,796	13.3%
Age 16-19	1,500	11,239	13.3%
Total	7,879	61,231	12.9%

Source: Census 2001

Educational facilities within the area include: 13 primary schools, 3 secondary schools, 1 special school and the City Learning Centre. Two of the secondary schools have Specialist College status in Technology and Business Information Technology and one offers sixth form education.

In addition, the Chadderton area benefits from a range of childcare and family support services offered through 8 playgroups 7 parent and toddler groups, 35 registered childminders, 5 private nurseries, and 17 out of school clubs. The Area will also benefit from the development of a Children's Centre in Phase 1 of the programme. One of the secondary schools – South Chadderton is a Full-Service Extended School (FSES) pilot.

Other facilities within the area include: 2 Youth Centres, 5 Health Centres or GP practices and a range of Voluntary, Community and Faith groups which work with or provide services to young people.

In the Census, 10.2% of dwellings were Lone Parent households, compared to 11.5% across Oldham.

Key Data

Outcome	Chadderton Area	Oldham overall
Being Healthy		
Proportion of schools achieved Healthy Schools Status	4/16 (25.0%)	25/110 (22.7%)
Conception rates (under 18s) per 1,000	Chadderton Central 39.0 Chadderton North 56.2 Chadderton South 47.4	55.3 [2003]
Infant Mortality Rates (per 1,000 live births)	Chadderton Central 11.5 Chadderton North 0.00 Chadderton South 10.9	7.4 [2002]



Outcome	Chadderton Area	Oldham overall
Percentage of young people 11-16 who say they have used illegal substances in the last 6 months	From Youth Survey	From Youth Survey
Percentage of young people 11-16 who say they regularly consume alcohol	From Youth Survey	From Youth Survey
Staying Safe		
Reporting of bullying in schools and other venues	From Youth Survey	From Youth Survey
Reporting of racist incidents in schools and other venues	From Youth Survey	From Youth Survey
Number of under 16s killed or seriously injured in road traffic accidents	3	28 [2004]
Under 18s admitted to hospital for accidental/non-accidental injuries (per 1,000)	14.7	17.0
Enjoying and Achieving		
% children reaching 'good' level of development at end of Foundation Stage	Chadderton Central 45.5% Chadderton North 64.7% Chadderton South 44.7%	46.1% [2004]
KS1 – Reading at Level 2+	Chadderton Central 84.7% Chadderton North 89.5% Chadderton South 84.7%	81.4% [2004]
KS1 – Writing at Level 2+	Chadderton Central 80.2% Chadderton North 87.2% Chadderton South 79.8%	79.5% [2004]
KS1 – Maths at Level 2+	Chadderton Central 91.0% Chadderton North 94.0% Chadderton South 91.9%	87.6% [2004]
KS2 – English at Level 4+	Chadderton Central 74.8% Chadderton North 83.2% Chadderton South 77.1%	75.0% [2004]
KS2 – Maths at Level 4+	Chadderton Central 76.6% Chadderton North 85.2% Chadderton South 83.9%	73.2% [2004]
KS2 – Science at Level 4+	Chadderton Central 86.0% Chadderton North 85.2% Chadderton South 90.7%	83.6% [2004]
KS3 – English at Level 5+	Chadderton Central 74.0% Chadderton North 74.0% Chadderton South 71.0%	67.0% [2004]
KS3 – Maths at Level 5+	Chadderton Central 70.5% Chadderton North 68.0% Chadderton South 64.8%	64.4% [2004]
KS3 – Science at Level 5+	Chadderton Central 63.1% Chadderton North 60.2% Chadderton South 56.6%	56.6% [2004]
KS4 - % achieving 5 GCSEs at A* - C	40.1%	45.4% [2004]

Outcome	Chadderton Area	Oldham overall
KS4 - % achieving 5 GCSEs at A* - G	88.0%	88.8% [2004]
Making a Positive Contribution		
Number of 16/17 year olds joining the electoral register	175/832 (21.0%)	1080/6186 [2004] (17.5%)
Number of young people engaged in volunteering	From Youth Survey	Youth Survey
Incidence of Criminal Damage per 1,000 population (as a reflection of incidence of youth nuisance)	Chadderton Central 29.7 Chadderton North 30.9 Chadderton South 32.7	26.8 [Apr 2004 – March 2005]
Number of young people entering youth justice system (as % of population)	Chadderton Central 1.1% Chadderton North 2.2% Chadderton South 2.4%	566 (2.2%) [Jan –Dec 2003]
Economic Wellbeing		
Percentage of 16-18s NEET	5.6%	7.7% [Jul 2005]
Percentage of 16-18s unknown	0.5%	0.8% [Jul 2005]
Progress into LSC-funded learning at end of Year 11	Chadderton Central 82.4% Chadderton North 88.3% Chadderton South 78.2%	83.4%
Entry to Higher Education aged 18-19	Chadderton Central 31.2% Chadderton North 36.9% Chadderton South 28.1%	30.7% [2001-02]

Priorities for the Chadderton Area

- ❖ Reduce infant mortality rates in Chadderton Central and Chadderton South;
- ❖ Improve Key Stage 4 achievement of 5 A*-C GCSE grades;
- ❖ Reduce incidence of youth nuisance;
- ❖ Reduce youth crime in Chadderton South; and
- ❖ Increase progression into LSC-funded learning after Year 11 in Chadderton Central and Chadderton South.

East Oldham

The East Oldham area encompasses St James', St Mary's and Waterhead wards. Based on the 2001 Census, the 0-19 population in the area was 10,449 representing 17.1% of the total 0-19 population the Borough. The table indicates an increase of 12.2% between the 5-15 and the 0-4 age bands.

	East Oldham	Oldham	Percentage
Age 0-4	2,834	15,196	18.6%
Age 5-15	5,785	34,796	16.6%
Age 16-19	1,830	11,239	16.3%
Total	10,449	61,231	17.1%

Educational facilities within the area include: 19 primary schools, 3 secondary schools and 1 Pupil Referral Unit. One of the secondary schools has Specialist College status in Science and offers sixth form education.



In addition, the East Oldham area benefits from a range of childcare and family support services offered through 11 playgroups 7 parent and toddler groups, 27 registered childminders, 6 private nurseries, and 14 out of school clubs. The Area will also benefit from the development of a Children's Centre in Phase 1 of the programme.

Other facilities within the area include: 1 Youth Centre, 8 Health Centres or GP practices and a range of Voluntary, Community and Faith groups which work with or provide services to young people.

In the Census, 14.4% of dwellings were Lone Parent households, compared to 11.5% across Oldham.

Key Data

Outcome	East Oldham Area	Oldham overall
Being Healthy		
Proportion of schools achieved Healthy Schools Status	3/23 (13.0%)	25/110 (22.7%)
Conception rates (under 18s) per 1,000	St James' 106.5 St Mary's 61.2 Waterhead 72.5	55.3 [2003]
Infant Mortality Rates (per 1,000 live births)	St James' 3.5 St Mary's 11.2 Waterhead 5.9	7.4 [2002]
Percentage of young people 11-16 who say they have used illegal substances in the last 6 months	From Youth Survey	
Percentage of young people 11-16 who say they regularly consume alcohol	From Youth Survey	
Staying Safe		
Reporting of bullying in schools and other venues	From Youth Survey	From Youth Survey
Reporting of racist incidents in schools and other venues	From Youth Survey	From Youth Survey
Number of under 16s killed or seriously injured in road traffic accidents	8	28 [2004]
Under 18s admitted to hospital for accidental/non-accidental injuries	22.9/1,000	17.0/1,000
Enjoying and Achieving		
% children reaching 'good' level of development at end of Foundation Stage	St James' 47.7% St Mary's 35.4% Waterhead 47.0%	46.1% [2004]
KS1 – Reading at Level 2+	St James' 76.8% St Mary's 74.0% Waterhead 85.7%	81.3% [2004]
KS1 – Writing at Level 2+	St James' 76.8% St Mary's 67.1% Waterhead 82.1%	79.3% [2004]



Outcome	East Oldham Area		Oldham overall
KS1 – Maths at Level 2+	St James' St Mary's Waterhead	80.1% 80.5% 91.1%	87.6% [2004]
KS2 – English at Level 4+	St James' St Mary's Waterhead	73.3% 66.5% 70.4%	75.1% [2004]
KS2 – Maths at Level 4+	St James' St Mary's Waterhead	65.9% 61.4% 68.4%	73.2% [2004]
KS2 – Science at Level 4+	St James' St Mary's Waterhead	85.0% 69.9% 87.8%	83.6% [2004]
KS3 – English at Level 5+	St James' St Mary's Waterhead	63.0% 44.0% 65.0%	67.0% [2004]
KS3 – Maths at Level 5+	St James' St Mary's Waterhead	55.7% 43.2% 61.2%	64.4% [2004]
KS3 – Science at Level 5+	St James' St Mary's Waterhead	53.2% 36.5% 57.1%	56.6% [2004]
KS4 - % achieving 5 GCSEs at A* - C	35.6%		43.4% [2004]
KS4 - % achieving 5 GCSEs at A* - G	87.0%		88.2% [2004]
Making a Positive Contribution			
Number of 16/17 year olds on electoral register	168/1,007 (16.7%)		1080/6186 [2004] (17.5%)
Number of young people engaged in volunteering	From Youth Survey		Youth Survey
Incidence of Criminal Damage per 1,000 population (as a reflection of incidence of youth nuisance)	St James' St Mary's Waterhead	32.8 61.0 28.2	26.8 [Apr 2004 – March 2005]
Number of young people entering youth justice system (as % of population)	St James' St Mary's Waterhead	4.4% 3.6% 0.8%	566 (2.2%) [Jan –Dec 2003]
Economic Wellbeing			
Percentage of 16-18s NEET	10.8%		7.7% [Jul 2005]
Percentage of 16-18s unknown	1.2%		0.8% [Jul 2005]
Progress into LSC-funded learning at end of Year 11	St James' St Mary's Waterhead	79.7% 76.5% 81.0%	83.4%
Entry to Higher Education aged 18-19	St James' St Mary's Waterhead	14.0% 19.4% 31.0%	30.7% [2001-02]

Priorities for East Oldham Area

- ❖ Increase youth services provision;
- ❖ Reduce infant mortality rates in St Mary's;
- ❖ Increase the number of schools achieving Level 3 Healthy Schools Standard;
- ❖ Reduce teenage conception rates;
- ❖ Improve Foundation Stage achievement in St Mary's;
- ❖ Improve Key stage 1-3 achievement in St James' and St Mary's;
- ❖ Improve Key stage 4 achievement of 5 A*-C GCSE grades;
- ❖ Reduce incidence of Youth Nuisance in St Mary's;
- ❖ Reduce youth crime in St James' and Waterhead;
- ❖ Reduce 16-18 NEET;
- ❖ Increase progression into LSC-funded learning after Year 11; and
- ❖ Increase progression into Higher Education in St James' and St Mary's.

Failsworth & Hollinwood

The Failsworth & Hollinwood area encompasses Failsworth East, Failsworth West and Hollinwood wards. Based on the 2001 Census, the 0-19 population in the area was 8,420 representing 13.8% of the total 0-19 population the Borough. The table indicates a slight decrease of 2.2% between the 5-15 and the 0-4 age bands.

	Failsworth & Hollinwood	Oldham	Percentage
Age 0-4	2,077	15,196	13.7%
Age 5-15	4,863	34,796	14.0%
Age 16-19	1,480	11,239	13.2%
Total	8,420	61,231	13.8%

Educational facilities within the area include: 13 primary schools, 2 secondary schools, 1 special school (opened in 2005) and 1 PRU. One of the secondary schools has Specialist College status in Sport.

In addition, the Failsworth & Hollinwood area benefits from a range of childcare and family support services offered through 8 playgroups 10 parent and toddler groups, 86 registered childminders, 3 private nurseries, and 7 out of school clubs. The Area has an established Children's Centre and will also benefit from the development of a further Centre in Phase 1 of the programme.

Other facilities within the area include: 2 Youth Centres, 4 Health Centres or GP practices and a range of Voluntary, Community and Faith groups which work with or provide services to young people.

In the Census, 14.4% of dwellings were Lone Parent households, compared to 11.5% across Oldham.

Key Data

Outcome	Failsworth & Hollinwood Area	Oldham overall
Being Healthy		



Outcome	Failsworth & Hollinwood Area	Oldham overall
Proportion of schools achieved Healthy Schools Status	4/17 (23.5%)	25/110 (22.7%)
Conception rates (under 18s) per 1,000	Failsworth East 27.6 Failsworth West 63.5 Hollinwood 83.0	55.3 [2003]
Infant Mortality Rates (per 1,000 live births)	Failsworth East 3.3 Failsworth West 3.8 Hollinwood 6.5	7.4 [2002]
Percentage of young people 11-16 who say they have used illegal substances in the last 6 months	From Youth Survey	
Percentage of young people 11-16 who say they regularly consume alcohol	From Youth Survey	
Staying Safe		
Reporting of bullying in schools and other venues	From Youth Survey	From Youth Survey
Reporting of racist incidents in schools and other venues	From Youth Survey	From Youth Survey
Number of under 16s killed or seriously injured in road traffic accidents	4	28 [2004]
Under 18s admitted to hospital for accidental/non-accidental injuries	19.9/1,000	17.0/1,000
Enjoying and Achieving		
% children reaching 'good' level of development at end of Foundation Stage	Failsworth East 58.8% Failsworth West 50.0% Hollinwood 29.5%	46.1% [2004]
KS1 – Reading at Level 2+	Failsworth East 89.4% Failsworth West 86.0% Hollinwood 77.3%	81.3% [2004]
KS1 – Writing at Level 2+	Failsworth East 91.5% Failsworth West 86.0% Hollinwood 76.1%	79.3% [2004]
KS1 – Maths at Level 2+	Failsworth East 95.8% Failsworth West 91.7% Hollinwood 87.5%	87.6% [2004]
KS2 – English at Level 4+	Failsworth East 82.3% Failsworth West 80.2% Hollinwood 60.1%	75.1% [2004]
KS2 – Maths at Level 4+	Failsworth East 83.0% Failsworth West 82.5% Hollinwood 57.8%	73.2% [2004]
KS2 – Science at Level 4+	Failsworth East 91.5% Failsworth West 89.7% Hollinwood 76.1%	83.6% [2004]

Outcome	Failsworth & Hollinwood Area	Oldham overall
KS3 – English at Level 5+	Failsworth East 68.0% Failsworth West 70.0% Hollinwood 55.0%	67.0% [2004]
KS3 – Maths at Level 5+	Failsworth East 66.9% Failsworth West 73.3% Hollinwood 58.0%	64.4% [2004]
KS3 – Science at Level 5+	Failsworth East 56.8% Failsworth West 55.2% Hollinwood 44.2%	56.6% [2004]
KS4 - % achieving 5 GCSEs at A* - C	30.2%	43.4% [2004]
KS4 - % achieving 5 GCSEs at A* - G	87.6%	88.2% [2004]
Making a Positive Contribution		
Number of 16/17 year olds on electoral register	132/780 (16.9%)	1080/6186 [2004] (17.5%)
Number of young people engaged in volunteering	From Youth Survey	Youth Survey
Incidence of Criminal Damage per 1,000 population (as a reflection of incidence of youth nuisance)	Failsworth East 17.2 Failsworth West 29.4 Hollinwood 42.1	26.8 [Apr 2004 – March 2005]
Number of young people entering youth justice system (as % of population)	Failsworth East 1.0% Failsworth West 1.0% Hollinwood 2.6%	566 (2.2%) [Jan –Dec 2003]
Economic Wellbeing		
Percentage of 16-18s NEET	8.4%	7.7% [Jul 2005]
Percentage of 16-18s unknown	0.7%	0.8% [Jul 2005]
Progress into learning at end of Year 11	Failsworth East 82.1% Failsworth West 86.0% Hollinwood 74.5%	83.4%
Entry to Higher Education aged 18-19	Failsworth East 27.9% Failsworth West 31.7% Hollinwood 8.1%	30.7% [2001-02]

Priorities for Failsworth & Hollinwood Area

- ❖ Reduce teenage conception rates in Hollinwood;
- ❖ Improve Foundation Stage achievement in Hollinwood;
- ❖ Improve Key stage 2-3 achievement in Hollinwood;
- ❖ Improve Key stage 4 achievement of 5 A*-C GCSE grades;
- ❖ Reduce incidence of Youth Nuisance in Hollinwood;
- ❖ Reduce youth crime in Hollinwood;
- ❖ Reduce 16-18 NEET;
- ❖ Increase progression into LSC-funded learning after Year 11 in Failsworth East and Hollinwood; and
- ❖ Increase progression into Higher Education in Failsworth East and Hollinwood.



Royton & Shaw

The Royton & Shaw area encompasses Crompton, Royton North, Royton South and Shaw wards. Based on the 2001 Census, the 0-19 population in the area was 10,280 representing 16.8% of the total 0-19 population the Borough. The table indicates a significant decrease of 15.3% between the 5-15 and the 0-4 age bands.

	Royton & Shaw	Oldham	Percentage
Age 0-4	2,239	15,196	14.7%
Age 5-15	6,050	34,796	17.4%
Age 16-19	1,991	11,239	17.7%
Total	10,280	61,231	16.8%

Educational facilities within the area include: 17 primary schools and 3 secondary schools. Two of the secondary schools have Specialist College status in Health Sciences and Performing Arts. Two offer sixth form education.

In addition, the Royton & Shaw area benefits from a range of childcare and family support services offered through 12 playgroups 9 parent and toddler groups, 68 registered childminders, 7 private nurseries, and 21 out of school clubs. The area will benefit from the development of a Children's Centre in Phase 2 of the programme.

Other facilities within the area include: 2 Youth Centres, 9 Health Centres or GP practices and a range of Voluntary, Community and Faith groups which work with or provide services to young people.

In the Census, 9.7% of dwellings were Lone Parent households, compared to 11.5% across Oldham.

Key Data

Outcome	Royton & Shaw Area	Oldham overall
Being Healthy		
Proportion of schools achieved Healthy Schools Status	4/20 (20.0%)	25/110 (22.7%)
Conception rates (under 18s) per 1,000	Crompton 49.3 Royton North 48.5 Royton South 43.2 Shaw 57.4	55.3 [2003]
Infant Mortality Rates (per 1,000 live births)	Crompton 8.6 Royton North 6.9 Royton South 8.6 Shaw 4.9	7.4 [2002]
Percentage of young people 11-16 who say they have used illegal substances in the last 6 months	From Youth Survey	

Outcome	Royton & Shaw Area	Oldham overall
Percentage of young people 11-16 who say they regularly consume alcohol	From Youth Survey	
Staying Safe		
Reporting of bullying in schools and other venues	From Youth Survey	From Youth Survey
Reporting of racist incidents in schools and other venues	From Youth Survey	From Youth Survey
Number of under 16s killed or seriously injured in road traffic accidents	6	28 [2004]
Under 18s admitted to hospital for accidental/non-accidental injuries	16.1/1,000	17.0/1,000
Enjoying and Achieving		
% children reaching 'good' level of development at end of Foundation Stage	Crompton 71.1% Royton North 67.3% Royton South 67.3% Shaw 63.4%	46.1% [2004]
KS1 – Reading at Level 2+	Crompton 86.6% Royton North 95.6% Royton South 82.4% Shaw 90.8%	81.4% [2004]
KS1 – Writing at Level 2+	Crompton 85.8% Royton North 92.9% Royton South 81.5% Shaw 89.2%	79.3% [2004]
KS1 – Maths at Level 2+	Crompton 92.5% Royton North 95.6% Royton South 90.7% Shaw 92.5%	87.6% [2004]
KS2 – English at Level 4+	Crompton 84.5% Royton North 89.4% Royton South 85.8% Shaw 86.3%	75.1% [2004]
KS2 – Maths at Level 4+	Crompton 81.9% Royton North 89.4% Royton South 81.7% Shaw 80.9%	73.2% [2004]
KS2 – Science at Level 4+	Crompton 87.9% Royton North 93.3% Royton South 91.7% Shaw 90.8%	83.6% [2004]
KS3 – English at Level 5+	Crompton 79.0% Royton North 79.0% Royton South 74.0% Shaw 73.0%	67.0% [2004]

Outcome	Royton & Shaw Area	Oldham overall
KS3 – Maths at Level 5+	Crompton 82.8% Royton North 74.8% Royton South 76.3% Shaw 73.6%	64.4% [2004]
KS3 – Science at Level 5+	Crompton 71.7% Royton North 63.4% Royton South 64.4% Shaw 69.6%	56.6% [2004]
KS4 - % achieving 5 GCSEs at A* - C	54.7%	43.4% [2004]
KS4 - % achieving 5 GCSEs at A* - G	89.7%	88.2% [2004]
Making a Positive Contribution		
Number of 16/17 year olds on electoral register	234/1,138 (20.6%)	1080/6186 [2004] (17.5%)
Number of young people engaged in volunteering	From Youth Survey	Youth Survey
Incidence of Criminal Damage per 1,000 population (as a reflection of incidence of youth nuisance)	Crompton 13.3 Royton North 17.0 Royton South 22.2 Shaw 19.2	26.8 [Apr 2004 – March 2005]
Number of young people entering youth justice system (as % of population)	Crompton 1.7% Royton North 1.4% Royton South 2.3% Shaw 1.2%	566 (2.2%) [Jan –Dec 2003]
Economic Wellbeing		
Percentage of 16-18s NEET	4.3%	7.7% [Jul 2005]
Percentage of 16-18s unknown	0.8%	0.8% [Jul 2005]
Progress into learning at end of Year 11	Crompton 88.7% Royton North 88.5% Royton South 90.3% Shaw 89.2%	83.4%
Entry to Higher Education aged 18-19	Crompton 46.7% Royton North 47.0% Royton South 42.7% Shaw 33.9%	30.7% [2001-02]

Priorities for Royton & Shaw

- ❖ Increase the number of schools achieving Level 3 Healthy Schools Standard;
- ❖ Reduce teenage conception rates in Shaw;
- ❖ Reduce youth crime in Royton South;



Saddleworth & Lees

The Saddleworth & Lees area encompasses Saddleworth North, Saddleworth South and Saddleworth West & Lees wards. Based on the 2001 Census, the 0-19 population in the area was 8,245 representing 13.1% of the total 0-19 population the Borough. The table indicates a decrease of 9.0% between the 5-15 and the 0-4 age bands.

	Saddleworth & Lees	Oldham	Percentage
Age 0-4	1,893	15,196	12.5%
Age 5-15	4,878	34,796	14.0%
Age 16-19	1,474	11,239	13.1%
Total	8,245	61,231	13.5%

Educational facilities within the area include: 14 primary schools and 1 secondary school. The secondary school has Specialist College status in Modern Foreign Languages.

In addition, the Saddleworth & Lees area benefits from a range of childcare and family support services offered through 14 playgroups 13 parent and toddler groups, 37 registered childminders, 5 private nurseries, and 19 out of school clubs. The area will benefit from the development of a Children's Centre in Phase 2 of the programme.

Other facilities within the area include: 4 Youth Centres and the Castleshaw Outdoor Education Centre, 7 Health Centres or GP practices and a range of Voluntary, Community and Faith groups which work with or provide services to young people.

In the Census, 9.2% of dwellings were Lone Parent households, compared to 11.5% across Oldham.

Key Data

(Please note: the Saddleworth & Lees area was affected by the Ward boundary changes of 2004. Therefore some data will show the old boundaries and some the post-2004 situation.)

Outcome	Saddleworth & Lees Area	Oldham overall
Being Healthy		
Proportion of schools achieved Healthy Schools Status	5/15 (33.3%)	25/110 (22.7%)
Conception rates (under 18s) per 1,000	Lees 72.7 Saddleworth East 10.2 Saddleworth West 26.9	55.3 [2003]
Infant Mortality Rates (per 1,000 live births)	Lees 6.0 Saddleworth East 1.8 Saddleworth West 7.5	7.4 [2002]
Percentage of young people 11-16 who say they have used illegal substances in the last 6 months	From Youth Survey	

Outcome	Saddleworth & Lees Area	Oldham overall
Percentage of young people 11-16 who say they regularly consume alcohol	From Youth Survey	
Staying Safe		
Reporting of bullying in schools and other venues	From Youth Survey	From Youth Survey
Reporting of racist incidents in schools and other venues	From Youth Survey	From Youth Survey
Number of under 16s killed or seriously injured in road traffic accidents	2	28 [2004]
Under 18s admitted to hospital for accidental/non-accidental injuries	10.1/1,000	17.0/1,000
Enjoying and Achieving		
% children reaching 'good' level of development at end of Foundation Stage	Saddleworth North 57.7% Saddleworth South 70.0% Sdwth West & Lees 55.8%	46.1% [2004]
KS1 – Reading at Level 2+	Saddleworth North 94.2% Saddleworth South 92.0% Sdwth West & Lees 94.2%	81.4% [2004]
KS1 – Writing at Level 2+	Saddleworth North 91.9% Saddleworth South 89.7% Sdwth West & Lees 91.3%	79.3% [2004]
KS1 – Maths at Level 2+	Saddleworth North 94.2% Saddleworth South 92.0% Sdwth West & Lees 93.2%	87.6% [2004]
KS2 – English at Level 4+	Saddleworth North 86.7% Saddleworth South 94.8% Sdwth West & Lees 86.1%	75.1% [2004]
KS2 – Maths at Level 4+	Saddleworth North 90.3% Saddleworth South 90.7% Sdwth West & Lees 86.1%	73.2% [2004]
KS2 – Science at Level 4+	Saddleworth North 94.7% Saddleworth South 100% Sdwth West & Lees 90.7%	83.6% [2004]
KS3 – English at Level 5+	Saddleworth North 91.0% Saddleworth South 93.0% Sdwth West & Lees 82.0%	67.0% [2004]
KS3 – Maths at Level 5+	Saddleworth North 88.0% Saddleworth South 88.9% Sdwth West & Lees 84.6%	64.4% [2004]
KS3 – Science at Level 5+	Saddleworth North 86.0% Saddleworth South 83.3% Sdwth West & Lees 72.2%	56.6% [2004]
KS4 - % achieving 5 GCSEs at A* - C	72.3%	43.4% [2004]
KS4 - % achieving 5 GCSEs at A* - G	98.6%	88.2% [2004]
Making a Positive Contribution		

Outcome	Saddleworth & Lees Area	Oldham overall
Number of 16/17 year olds on electoral register	191/862 (22.2%)	1080/6186 [2004] (17.5%)
Number of young people engaged in volunteering	From Youth Survey	Youth Survey
Incidence of Criminal Damage per 1,000 population (as a reflection of incidence of youth nuisance)	Lees 34.7 Saddleworth East 10.0 Saddleworth West 10.0	26.8 [Apr 2004 – March 2005]
Number of young people entering youth justice system (as % of population)	Lees 3.5 Saddleworth East 0.4 Saddleworth West 0.9	566 (2.2%) [Jan –Dec 2003]
Economic Wellbeing		
Percentage of 16-18s NEET	2.7%	7.7% [Jul 2005]
Percentage of 16-18s unknown	0.2%	0.8% [Jul 2005]
Progress into learning at end of Year 11	Saddleworth North 92.2% Saddleworth South 89.1% Sdwth West & Lees 93.5%	83.4%
Entry to Higher Education aged 18-19	Lees 26.3 Saddleworth East 90.7 Saddleworth West 47.0	30.7% [2003]

Priorities for Saddleworth & Lees

- ❖ Establish teenage conception, youth nuisance, youth crime and entry to higher education rates for Saddleworth West & Lees new ward boundary;

West Oldham

The West Oldham area encompasses Alexandra, Coldhurst, Medlock Vale and Werneth wards. Based on the 2001 Census, the 0-19 population in the area was 15,959 representing 26.1% of the total 0-19 population the Borough, making it by far and away the largest population. The table indicates a significant increase of 24.4% between the 5-15 and the 0-4 age bands.

	West Oldham	Oldham	Percentage
Age 0-4	4,397	15,196	28.9%
Age 5-15	8,597	34,796	24.7%
Age 16-19	2,964	11,239	26.4%
Total	15,958	61,231	26.1%

Educational facilities within the area include: 17 primary schools, 3 secondary schools and one special school. Two of the secondary schools have Specialist College status in Technology (with Sport) and Visual Arts. A post-16 Special school site is located along with two Independent Secondary Schools and the centrally-based FE and Sixth Form Colleges.

In addition, the West Oldham area benefits from a range of childcare and family support services offered through 10 playgroups, 20 parent and toddler groups, 32 registered childminders, 7 private nurseries, and 11 out of school clubs. The area will benefit from the development of two Children's Centres in Phase 1 of the programme.

Other facilities within the area include: 5 Youth Centres, 12 Health Centres or GP practices and a range of Voluntary, Community and Faith groups which work with or provide services to young people.

In the Census, 12.1% of dwellings were Lone Parent households, compared to 11.5% across Oldham. West Oldham contains the largest percentage of BEM children and young people at 68.4%.

Key Data

(Please note: the West Oldham area was affected significantly by the Ward boundary changes of 2004. Therefore some data will show the old boundaries and some the post-2004 situation.)

Outcome	West Oldham area		Oldham overall
Being Healthy			
Proportion of schools achieved Healthy School Status	5/21 (23.8%)		26/115 (22.6%)
Conception rates (under 18s) per 1000 (Wards based on pre-2004 boundaries)	Alexandra	84.6	55.3
	Coldhurst	54.1	
	St Pauls	47.8	
	Werneth	47.9	
Infant Mortality Rates (per 1,000 live births)	Alexandra	7.4	7.4 [2002]
	Coldhurst	7.7	
	St Pauls	16.8	
	Werneth	8.7	
Percentage of young people 11-16 who say they have used illegal substances in the last 6 months	From Youth Survey		
Percentage of young people who say they regularly consume alcohol	From Youth Survey		
Staying Safe			
Reporting of bullying in schools and other venues	From Youth Survey		From Youth Survey
Reporting of racist incidents in schools and other venues	From Youth Survey		From Youth Survey
Number of under 16s killed or seriously injured in road traffic accidents	5		28 [2004]
Under 18s admitted to hospital for accidental/non-accidental injuries	16.8/1,000		17.0/1,000
Enjoying and Achieving			
% children reaching 'good' level of development at end of Foundation Stage	Alexandra	44.5%	46.1% [2004]
	Coldhurst	31.5%	
	Medlock Vale	27.8%	
	Werneth	21.9%	
KS1 – Reading at Level 2+	Alexandra	70.3%	81.3% [2004]
	Coldhurst	70.0%	
	Medlock Vale	70.1%	
	Werneth	74.1%	

Outcome	West Oldham area		Oldham overall
KS1 – Writing at Level 2+	Alexandra Coldhurst Medlock Vale Werneth	66.5% 69.3% 70.7% 73.2%	79.3% [2004]
KS1 – Maths at Level 2+	Alexandra Coldhurst Medlock Vale Werneth	81.3% 82.2% 80.8% 81.0%	87.6% [2004]
KS2 – English at Level 4+	Alexandra Coldhurst Medlock Vale Werneth	56.7% 69.9% 61.3% 65.9%	75.1% [2004]
KS2 – Maths at Level 4+	Alexandra Coldhurst Medlock Vale Werneth	58.9% 64.8% 60.7% 62.9%	73.2% [2004]
KS2 – Science at Level 4+	Alexandra Coldhurst Medlock Vale Werneth	77.3% 77.3% 70.7% 71.0%	83.6% [2004]
KS3 – English at Level 5+	Alexandra Coldhurst Medlock Vale Werneth	48.0% 57.0% 59.9% 68.0%	67.0% [2004]
KS3 – Maths at Level 5+	Alexandra Coldhurst Medlock Vale Werneth	48.6% 44.8% 55.3% 51.0%	64.4% [2004]
KS3 – Science at Level 5+	Alexandra Coldhurst Medlock Vale Werneth	47.7% 34.3% 50.3% 43.4%	56.6% [2004]
KS4 - % achieving 5 GCSEs at A* - C	37.3%		45.4% [2004]
KS4 - % achieving 5 GCSEs at A* - G	83.6%		90.2% [2004]
Making a Positive Contribution			
Number of 16/17 year olds on electoral register	180/1,567 (11.5%)		1080/6186 [2004] (17.5%)
Number of young people engaged in volunteering	From Youth Survey		Youth Survey
Incidence of Criminal Damage per 1,000 population (as a reflection of incidence of youth nuisance)	Alexandra Coldhurst St Pauls Werneth	30.3 27.1 29.0 25.6	26.8 [Apr 2004 – March 2005]
Number of young people entering youth justice system (as % of population)	Alexandra Coldhurst St Pauls Werneth	2.7% 3.4% 2.2% 1.6%	566 (2.2%) [Jan –Dec 2003]
Economic well-being			
Proportion of 16-18s NEET	11.2%		7.7% [2005]

Outcome	West Oldham area		Oldham overall
Percentage of 16-18s unknown	0.5%		0.8% [Jul 2005]
Progress into LSC-funded learning at end of Year 11	Alexandra	74.8%	83.4%
	Coldhurst	86.7%	
	Medlock Vale	69.4%	
	Werneth	90.4%	
Entry to Higher Education aged 18-19	Alexandra	12.3%	30.7% [2003]
	Coldhurst	16.9%	
	St Pauls	34.6%	
	Werneth	30.6%	

Priorities for West Oldham Area

- ❖ Reduce infant mortality rates in the former St Paul's ward;
- ❖ Reduce teenage conception rates in Alexandra;
- ❖ Improve Foundation Stage achievement;
- ❖ Improve Key stage 1-3 achievement;
- ❖ Improve Key stage 4 achievement of 5 A*-C GCSE grades;
- ❖ Increase the number of 16/17 year olds on the electoral register;
- ❖ Reduce incidence of Youth Nuisance in Alexandra;
- ❖ Reduce youth crime in Alexandra, Coldhurst and the new Medlock Vale ward;
- ❖ Reduce 16-18 NEET, particularly in Alexandra;
- ❖ Increase progression into LSC-funded learning after Year 11 in Alexandra and Medlock Vale; and
- ❖ Increase progression into Higher Education in Alexandra and Coldhurst.