



Creating Opportunity, Tackling Inequality

Oldham's Best Start in Life for Children and Young People Plan 2016-19

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1 Introduction

1.1 Background to the Best Start in Life Plan

- 1.1.1 Oldham's Best Start in Life Plan (BSILP) is the strategic document which sets how a wide range of organisations across the Borough will work together to improve outcomes for all children and young people aged 0-19, and up to the age of 25 for young people with limiting long-term conditions, disabilities and those leaving local authority care.
- 1.1.2 The Plan is one of a number of documents which describe Oldham's ambition to transform the social, economic and physical environment of the borough. The Plan puts in place a vision for children, young people and their families in the borough and brings together, in one place, the number of core issues and current known challenges that need to be addressed in order to improve the well-being of local children and young people. It identifies the key priorities over a 3 year period and sets out how, through a range of supporting strategies, plans and appropriately targeted interventions, the priorities will be achieved.
- 1.1.3 Oldham Best Start in Life Partnership is the strategic partnership responsible for ensuring the anticipated outcomes for local children, young people and families set out in the Plan are achieved. This Board is made up of key representatives from across all partner agencies in Oldham and is the prime forum for promoting cooperation between key partners to ensure the lives of local children and young people improve.

1.2 Context for Children's Services

- 1.2.1 Over the last several years, there has been far-reaching change in government policy and legislation around health, education and social care which has led to a range of new policies and initiatives affecting children's services, both on a local and national scale.
- 1.2.2 Nationally, back in 2010, starting well was given the highest priority among the six policy objectives identified by Sir Michael Marmot in his review of health inequalities (*Fair Society, Healthy Lives*. 2010)

"Disadvantage starts before birth and accumulates throughout life. Action to reduce health inequalities must start before birth and be followed through the life of the child. Only then can the close links between early disadvantage and poor outcomes throughout life be broken".

This has been built upon in recent years with the growing base evidence that the early years of life, particularly the significance of the period from pregnancy through to a child's second birthday. The evidence tells us that:

- The early parent role is the most critical before birth and during the first 18 months of life, when children's emotional and social capabilities are in development.

- This influential period will have an impact on children’s achievements throughout their lives, at school, in the workplace, in society at large, as well as their own future ability as a parent.

Additionally, in 2014, the Children and Families Act came into force and offered a simpler, improved and consistent package of help for children and young people with special educational needs and disabilities (SEND). As well as protecting the schools budget, the Act extends provision from birth to 25 years of age and will give families greater choice in decisions and ensure needs are properly met. The new system extends rights and protection to young people by introducing a new education, health and care plan.

- 1.2.3 The GM Devolution agreement means that – for the first time – leaders and clinicians will be able to tailor budgets and priorities to directly meet the needs of local communities. It presents health officials with a unique opportunity to tackle some of the poor health inequalities that exist across GM and Oldham.

Greater Manchester has a five-year vision for services, underpinned by four key long-term goals:

- Creating a transformed health and social care system which helps many more people stay independent and well and takes better care of those who are ill.
- Aligning our health and social care system far more closely with the wider work around education, skills, work and housing – we spend our £22billion effectively.
- Creating a financially balanced and financially sustainable health and social care system – we spend our £6billion effectively and spend no more than that.
- Making sure all the changes needed to do this are done safely so the NHS and social care continues to support the people of Greater Manchester during the next five years.

Starting Well and giving children the Best Start in Life features as a key GM Devolution theme, as well as being a prominent feature in Oldham’s Locality Plan for Health and Social Care Transformation, the Strategic Vision for Oldham as agreed by the Health & Wellbeing Board in January 2016. Our **Starting Well: Early Years, Children & Young People** programme will transform the way we support parents and families to give our children the best start in life.

Oldham has a number of pressing health and wellbeing challenges amongst our young population, in particular poor oral health and high rates of obesity. We also have wide variations in early education outcomes between groups of children and across the borough: in 2015, 43% of children in Oldham were assessed as not reaching the expected ‘good level of development’ measure at the end of the reception class year. This makes them less likely to succeed in Year 1 and beyond.

Much has been done to develop this area since the Marmot report was published in 2010 and early years was identified by as the highest priority area of action to reduce health and social inequalities, we now want to take to a higher level of functioning

- 1.2.4 One of the workstreams of the GM Devolution agreement that will have a significant impact in the way services are run and the offer of support that is available for Oldham’s young population is a review of Children services across Greater Manchester.

The purpose of the review is to develop new approaches for GM services for children, significantly improving outcomes, reducing demand for high end targeted and specialist services and future pressure on a range of public service budgets.

- Youth Offending
- Integrated health commissioning and delivery for children (including early years)
- Education
- Complex Dependency & Early Help
- Quality Assurance Functions in Statutory Children's Services
- Complex Safeguarding
- Looked After Children

The impact of these reviews will dictate how Oldham runs its services over the coming years and works towards achieving a much more efficient, effective and joined up health, social and youth offer for the young people of Oldham.

1.2.5 The review of Education at GM will need to fit in with the recommendations included in the Oldham Education Skills Commission report, published in January 2016. The Commission was tasked with identifying areas of best practice and underachievement, investigating the challenges faced and developing a path to future success. The report outlines 19 recommendations, centred on three key themes (Improving Outcomes, Levering the Co-operative Contribution and Aligning Education with the Economy) and focuses on achieving two key targets in Oldham by 2020:

- All performance indicators to be at the national average or above;
- All education providers to be judged 'good' or better by Ofsted.

A strong educational environment is crucial to giving any child the best possible start in life, and this plan will aim to support and compliment the work of the Education and Skills commission and the implementation of the 19 recommendations.

1.2.6 Within Children's Social Care we have commenced our 'getting to good' journey following our Ofsted inspection judgement in 2015. Although we have an inspection action plan in place our improvement depends to a large degree on the Council's ability to recruit and retain the high quality social work workforce at a time of financial and market challenge.

2 The Local Ambition

2.1 Vision for Oldham

2.1.1 Oldham is committed to developing a co-operative future where local organisations work together with local people to deliver improved outcomes through innovation and new ways of working, and with a particular focus on driving for forward economic growth, job creation and delivering a reformed public service. The overarching ambition for Oldham is “to be a productive place with healthy, aspirational and sustainable communities”

2.1.2 In specific respect to children and young people, a complimentary vision has been developed. It is a vision of excellent services for all, with the most help for those who need it...

“Creating opportunity”... our vision is to ensure excellent services for all, working with families so that all children and young people are given the opportunities they need to enjoy a happy, healthy and safe childhood, and to develop into skilled and independent adults able take their productive place in society

“Tackling inequality”... we know that behind the story of our successes there are some real challenges and inequalities between relatively wealthy and relatively poor areas of the borough and between children with particular needs. Our vision is to target the most support on those who need the most help, ensuring that every child in every part of the borough, no matter what their background or their need, have their gifts and talents recognised and the opportunity to thrive within their families and communities

“Whole child and whole family approach” ... Working with one individual within in a household may not always be the best way to improving the outcomes of that person. We will look to address all contributing factors to the challenges any young person in Oldham faces, and improve the outcomes for the child and their family at the same time.

Young People’s Voice

This document provides the strategic vision for how services in Oldham will work together to enable Oldham’s children to have the best start in life. One important way in which we can make sure our vision matches the needs of the young people in the borough is to ensure their voice is heard at each and every opportunity. Our engagement with youth voice vehicles such as the Youth Council and the Children in Care Council has been growing in recent years and is something we want to continue developing over the next three years. This will also build upon the Youth Outcomes Framework that:

- Supports organisations to plan and deliver their activities in a way that meets the identified needs and priorities of the children and young people in Oldham.
- Supports organisations to develop a consistent approach to evidencing and demonstrating the impact of their work
- Enables commissioners and funders to gather evidence and analyse the difference that services make to young people.

- Offers a common language to support the development of an Oldham based outcomes model.
- To provide organisations with a framework which enables them to review and assess the quality of their services and work.

This framework, added to the engagement with the vehicles for youth voice will help us achieve our aims of providing the best start in life in Oldham through a focus on the 5Ps: Prevention and Early Help, Protection, Participation and Progression and Parenting

2.2 High-level desired outcomes

2.2.1 Achieving our vision will mean that by 2019 children and young people in Oldham will:

- be safer from harm and neglect;
- have greater access to a high quality learning offer across the ages from early years to higher education;
- lead healthier and more active lifestyles;
- have improved access to joined up and effective local services and amenities;
- have raised aspirations and expectations; and
- enjoy better life opportunities.

2.3 Priority themes: “The 5 P’s”

2.3.1 In order to deliver against these ambitions, we have identified three overarching themes which reflect the areas we most need to focus on with partners, so that we can use our common resources more effectively to get it right for more children and young people in the future. These are:

Prevention (and Early Help): We will support children, young people and families by providing appropriate and timely intervention as early as possible to help boost the capacity of families and to avoid developing problems

Protection: We will seek to protect Oldham’s children and young people to keep them safe from harm and neglect so that they can grow up in an environment that allows them to thrive

Participation and Progression: We will work together as partners to ensure Oldham has excellent education, development and employment opportunities ,as well as an exciting range of play, sports and cultural activities for our children and young people so they can develop into active and productive citizens in our communities

Parents and Carers: Parents and carers are a crucial influence on what their children experience and achieve. We will work as partners to support Oldham’s parents and carers so the well being and life chances of children and young people are enhanced, and we will do this by developing the resilience, skills and nurturing capacity of families

2.4 Commitments and delivery vehicles

2.4.1 To achieve our ambitions, we have identified a series of high-level actions that partners will focus their joint efforts on over the next 3 year period, along with the identification of key supporting delivery plans and transformational initiatives:

Theme 1: Prevention (and Early Help)

Our commitment is to work together to...	Core delivery plans * under development	Transformational initiatives * under development
1.1 Provide high quality maternal health and early parenting support to improve parent/ child attachment pre birth to 2 years; and to improve maternal and child health through the antenatal period	<ul style="list-style-type: none"> • Integrated Right Start Model (0-5)Take up of the two year old free entitlement • Early Help Offer (0-4) 'Ready for Learning' – with particular emphasis on the 2yr old offer • 'Best start in life' theme within Oldham's Health and Well Being Strategy 	<ul style="list-style-type: none"> • Right Start Integrated Teams (Health visitors; childrne's Centres; FNP and Oral Health) • 0-5 '8 stage assessment model' and targeted interventions including Healthy Child Programme (0-4) * Refreshed commissions for midwifery that include the 8 stage assessment model • Best Start in life priorities and action plan to give central accountability for integrated children's plans.
1.2 Improve targeted early intervention services (including the creation of family focus teams) to support families who need extra help at the earliest opportunity	<ul style="list-style-type: none"> • Early Help Offer (0-19) including investment and commissioning strategy • Children's Centres District Plans • Right Start (0-5) targeted intervention and pathways • Refreshed School Nursing Service Specification (5-19) • Local Safeguarding Board Children Plan • Young Carers Strategy 	<ul style="list-style-type: none"> • Single entry point for all early help services* • Workforce reform and outcomes framework* • 0-19 'assessment model'* • eCAF - Common Assessment Framework* • School Nursing Service to develop School Health plans to include prevention work • Troubled Families Programme (PSR)
1.3 Support children and young people to develop positive behaviours and make healthy life choices, providing effective and responsive services when problems arise	<ul style="list-style-type: none"> • Youth Justice Strategic Plan • Drug & Alcohol Strategy Action Plans • Teenage Pregnancy Strategy • Sexual Health Strategy * • Emotional Wellbeing and Mental Health Strategy – joint LA./CCG joint Children's Mental Health Commissioning Strategy • Oldham Healthy Weight Strategy • Oral Health Strategy 	<ul style="list-style-type: none"> • Transforming Justice Programme (PSR) • Multi-Systemic Therapy (MST) programme • Family Information Service online • eCAF - Common Assessment Framework* • Individual School Health plans* • Development and commissioning of the Targeted Youth Services contract to realign services under key priority areas to ensure a cohesive approach to targeted support for young people. • CCG /LA EWMH Transformation Plan

Our commitment is to work together to...	Core delivery plans * under development	Transformational initiatives * under development
1.4 Work across the partnership to tackle the root causes of child and family poverty	<ul style="list-style-type: none"> • Child and Family Poverty Strategy • Free Early Education Entitlement for all 3 and 4 years olds and disadvantaged 2 year olds 	<ul style="list-style-type: none"> • Get Oldham Working Campaign

Theme 2: Protection

Our commitment is to work together to...	Core delivery plans * under development	Transformational initiatives * under development
2.1 Further develop and reform safeguarding practices that protect and support children at risk	<ul style="list-style-type: none"> • Local Safeguarding Children Board Plan • Missing from Home (MFH) and Child Sexual Exploitation (CSE) Strategy and Action Plan • Complex Safeguarding incorporated into CSE Strategic Plan • Transition Priority Area Group 	<ul style="list-style-type: none"> • All-age safeguarding approach • Child Sexual Exploitation Training for Magistrates and Licensing Team • Oldham's E-Safety Programme (inc. new focus on pornography) • All Council briefings on Safeguarding • Safeguarding training for Oldham Mosques • Safeguarding best practice meetings with Children's Homes and Independent Foster Agencies • Multi-agency children's safeguarding performance framework, with clear focus on 'the journey of the child' • Performance Clinics to allow challenge and support • Investment in two CSE plays, one for secondary education, one for primary • Phoenix Oldham working with young people up to 25 years • Re-alignment MFH service within the Targeted Youth Services contract
2.2 Ensure all children looked after by the local authority (inc. care leavers) receive the support they need and are able to lead an independent life	<ul style="list-style-type: none"> • Looked After Children Commissioning Strategy and Action Plan • Oldham Pledge to looked after children and young people • Entitlements for young people, easy to read on website 	<ul style="list-style-type: none"> • Oldham's Adoption Reforms • Street Grooming Theatre Production • Oldham Pledge Review (1 to 1 interviews with approximately 300 looked after children) • 1 x post funded to look at opportunities for care leavers into education and employment • Development and implementation of the specialist 1-1 fostering service for more complex older LAC.

Theme 3: Participation and Progression

Our commitment is to work together to...	Core delivery plans	Transformational initiatives
3.1 Educational excellence in all Oldham schools and settings so that every child and young person can achieve to the best of their ability regardless of location, prior attainment and background	<ul style="list-style-type: none"> implement the recommendations of the Oldham Education & Skills Commission 	<ul style="list-style-type: none"> Development and implementation of GM Education devolution programme as it pertains to Oldham or the broader partnership
3.2 Ensuring the educational needs of vulnerable children, including children and young people with SEND aged 0-25, are met and that all children and young people are protected from harm and gaps in performance are closed	<ul style="list-style-type: none"> SEND strategy Virtual School strategy 	<ul style="list-style-type: none"> Implementation of SEND reform programme
3.3 Ensuring every child and young person has an education place and every child and young person can access high quality provision	<ul style="list-style-type: none"> Implement Education Provision Strategy 	<ul style="list-style-type: none"> School Capital Projects
3.4 Ensure the full participation of young people post 16 in appropriate education, employment and training opportunities to enhance their future employability	<ul style="list-style-type: none"> Review of Participation Strategy NEET Strategy Volunteering Strategy * Information, Advice and Guidance Offer 	<ul style="list-style-type: none"> 16-19 Offer Youth volunteering and pre-employment offer Get Oldham Working Campaign and the pledges to create a range of opportunities for our young people
3.5 Provide opportunities for children and young people to participate in a range of leisure and cultural activities, and to	<ul style="list-style-type: none"> Sports and Physical Activity Strategy * C&YP Participation and Engagement Strategy 	<ul style="list-style-type: none"> Oldham's 'Youth Offer' Young Inspectors Programme Youth Council commissioning of small projects for young people

Our commitment is to work together to...	Core delivery plans	Transformational initiatives
become active citizens contributing to their communities		
3.6 Reform services and improve outcomes for children and young people aged up to 25 with additional needs, disabilities and other health needs	<ul style="list-style-type: none"> • 0-25 Special Educational Needs and Disability Strategy 	<ul style="list-style-type: none"> • Special Educational Needs and Disability Local Offer • Joint Commissioning Strategy- SEND • Implementation of Personal Budgets* • Complex Cases policy and procedure

Theme 4: Parents and Carers

Our commitment is to work together to...	Core delivery plans * under development	Transformational initiatives * under development
4.1 Support, skills development and mentoring for new and soon-to-be parents including adopting and foster parents	<ul style="list-style-type: none"> • Right Start universal 8 stage assessment and targeted interventions providing provision of integrated support in response to identified strengths and risk factors 	<ul style="list-style-type: none"> • Multi-agency model of basic entitlement putting the parent and child at the heart
4.2 Easily understood reports from early years' providers, schools and colleges in relation to their child's progress and development, particularly in communicating the outcomes of assessments and examinations		
4.3 Build on the aspirations that parents, children and young people already have and offer early intervention when additional support is required		
4.4 To be encouraged and supported as learners themselves:		

2.5 Delivering success

2.5.1 The Best Start in Life Partnership will monitor progress against priorities contained in this plan although it is recognised that each agency will have it's own performance management and reporting regime. Reporting links with the Local Children Safeguarding Board and the Health and Wellbeing Board will also be maintained.

2.5.2 Effective implementation of the Plan also requires effective consultation and engagement with children, young people and their families. Maintaining an ongoing dialogue with service users will be vital in driving improvement; ensuring challenge and accountability; as well as ensuring that our priorities remain relevant. As we recognise the valuable role that children and young people can play as representatives and advocates for other children and young people and in contributing to local ambitions.

Themes	Description	Target
Prevention and Early Help	We will support children, young people and families by providing appropriate and timely intervention as early as possible to help boost the capacity of families and to avoid developing problems	<ul style="list-style-type: none"> To increase the percentage of children achieving a good level of development at 2 -2 ½ years. To improve the percentage of children achieving a good level of development at the end of the Early Years Foundation Stage. To increase breastfeeding rates at 6-8 weeks. To reduce the rates of smoking at time of delivery. Reduce % of 5 year old children affected by tooth decay To reduce attendance at Accident and Emergency for children aged 0-4 years. To improve perinatal parental mental health To safely reduce the number of Looked After Children.
Protection	We will seek to protect Oldham's children and young people to keep them safe from harm and neglect so that they can grow up in an environment that allows them to thrive	<ul style="list-style-type: none"> Reduction in child protection plans rate Reduction in CiN rate Reduction in LAC rate Ave. time between a child entering care and moving in with it's adopted family

Themes	Description	Target
Participation and Progression	We will work together as partners to ensure Oldham has excellent education, development and employment opportunities ,as well as an exciting range of play, sports and cultural activities for our children and young people so they can develop into active and productive citizens in our communities	<ul style="list-style-type: none"> • 16-18 yr olds NEET • Youth offenders engagement in suitable EET • % of children in good or outstanding schools primary and secondary
Parents and Carers	Parents and carers are a crucial influence on what their children experience and achieve. We will work as partners to support Oldham's parents and carers so the well being and life chances of children and young people are enhanced, and we will do this by developing the resilience, skills and nurturing capacity of families	<ul style="list-style-type: none"> • Improve parenting; • Increase adult qualifications • Reduce levels of domestic violence and family breakdown; • Reduce levels of involvement in crime and anti-social behaviour; • Increase numbers of service users in employment

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