



**OLDHAM SAFEGUARDING
CHILDREN PARTNERSHIP**

**WORKFORCE
DEVELOPMENT
STRATEGY**

2025 -2027



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KEY FUNCTIONS OF THE STRATEGY

Oldham Safeguarding Children Partnership want to ensure learning is promoting good quality multi-agency safeguarding frontline practice through a coordinated approach which supports and encourages inter-agency working enabling a cohesive multi-agency workforce culture of behaviours, skills and knowledge which will ensure good outcomes for children, young people and adults at risk.

The Strategic learning hub will be responsible for the coordination of learning and practice improvement.

It will develop workforce learning activity and improvement plans based on the partnership's priorities, case reviews, national publication, voice of children, young people, families and reforms across the partnership;

It will do this via

- Learning and development needs analysis
- Analyse learning review (local and national) outcomes for workforce development changes.
- Identify workforce learning and development needs through consultation and audit outcomes
- Quality assurance of learning and practice improvement
- Provide assurance to partnership governance of practice priorities being delivered
- Collate learning data to evidence impact on families
- Quality assure the impact on practice and improvement in service delivery
- Evaluation of all safeguarding training delivery
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Working Together and Learning Together.

Working Together 2023.

The Oldham Lead Safeguarding Partners should agree on the level of funding needed to deliver the multi-agency safeguarding arrangements. This includes consideration of business and analytical support, independent scrutiny, infrastructure, and core functions including local children safeguarding practice reviews, multi-agency training and learning events.

The annual report will collate evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, and on outcomes for children and families.

Delegated Safeguarding Partners will oversee and challenge the provision of appropriate multi-agency safeguarding professional development and training.

All practitioners working with children and families, including those in universal services and those providing services to adults with children, need to understand their role in identifying emerging problems.

They need appropriate training so that they:

- Are professionally curious and think child, think family, think child again
- Know when to share information with other practitioners and what action to take to support early identification and assessment
- Can identify and recognise all forms of abuse, neglect, and exploitation
- Understand domestic and sexual abuse, including controlling and coercive behaviour
- Are aware of new and emerging threats and themes, including online harm, grooming, sexual exploitation, criminal exploitation, radicalisation, and the role of technology and social media in presenting harm
- Are aware that a child and their family may be experiencing multiple needs at the same time

Partners will:

- Undertake single agency and multi- agency assurance work to evidence the effectiveness of multi-agency working at all levels of support
- Share learning from case reviews and assurance activities across the multi-agency safeguarding arrangements
- Improve the awareness, understanding and early identification of abuse and neglect through workforce development and communications
- Seek and report on evidence of how learning is embedded
- Be accountable for the development and delivery of learning.
- Actively respond to learning from Local and National Reviews and share information with their teams.
- Effectively identify learning needs of their staff and support them to attend training to develop skills and knowledge, to support delivery of practice.
- Ensure learning is embedded, has a positive impact on families and demonstratable to partnership governance.
- To comply with the training attendance policy.
- Offer single agency training and provide evidence of impact to the partnership
- Share and embed good practice
- Capture the voice of children, young people and families and inform partners outcomes to develop training opportunities

Oldham Safeguarding Children Partnership Vision.

“For everyone to work together to ensure that all children and young people are safe and feel safe within their homes, schools and communities.”

This vision is underpinned by the strategic aims and priorities identified throughout the strategic plan for 2025-2027. It supports the principle that safeguarding is everyone’s business and reinforces the need for us all to work together to support children and young people in Oldham to achieve their full potential.

We want all children and young people to have a safe, happy, and healthy life and access to a great education, given the best possible start in life.

OSCP are committed to ensuring that it provides multi-agency training in recognition of the value of working collaboratively with others and valuing different roles, knowledge, and skills.

Oldham Safeguarding Children Partnership

Strategic Aims



Practice Priorities

Key Functions

Through the delivery of single and multi-agency training Oldham Safeguarding Children Partnership will:

- Have a shared understanding of the tasks, processes, principles, roles, and responsibilities outlined in Working together 23 and Partnership arrangements for safeguarding children and young people.
- Have effective working relationships, including an ability to work in multidisciplinary groups or teams.
- Reflect on national and local practice reviews
- Ensure learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice.

Oldham Safeguarding Children Partnership Priorities 2024 - 2027

Neglect

We want Oldham to be a borough where the conditions are right for children to be able to thrive. Neglect is an important issue and experiencing neglect can significantly compromise a child's development. Therefore, early identification and timely intervention are extremely important to ensure the safety, wellbeing and development of children and young people. Oldham is committed to effectively tackling the issue of neglect.

Through training opportunities, we will;

- Continue to strengthen the awareness of the cause of neglect and the impact for children
- Continue to ensure practitioners are supported to identify children at risk of neglect at the earliest opportunity.
- Continue to develop a standardised approach which all partners will utilise to identify and respond to child neglect by rolling out and evaluating the Graded Care Profile 2

Responding to need at the right time – application of thresholds, roles and responsibilities

In Oldham we have recognised that early intervention is vital to ensure we provide target support services at the earliest opportunity for all children and their families who live in Oldham. We want to ensure Oldham

Safeguarding Children Partnership offer a clear framework and have a common understanding of support levels of need for practitioners within all agencies. All partners will fully understand their roles and responsibilities. Agencies will identify a child's need and respond with the approach of 'the right support at the right time'.

Our approach so far has been rooted in collaboration, bringing families together, communities, and professionals across sectors to provide timely and effective support.

Developing multi- agency practice. The way we work with families (strength based) to ensure all families in our communities' access advice, support, and protection.

In Oldham we aim to offer a safe place for children to grow up happy, healthy, confident and ambitious. We want children to grow up in a loving and caring environment and be able to have the very best start in life. We want families to be supported where necessary.

All agencies working with children and families play an integral role in achieving this. The multi-agency practice will strengthen the way we work with families to ensure all families in our communities' access advice, support and protection. To ensure families are receiving support at the right time the partnership will work collaboratively to improve the delivery of family support and child protection services invested in the Family First Partnership Programme.

The practice model ensures agencies and professionals working with children and families understand the role they play in ensuring children and families receive the right level of advice support and response at their time of need. It will also focus on families' needs and provides support to parents, helping them to identify and make changes where their behaviours may have contributed to the impairment of their child's health or development or caused them actual or likely significant harm.

To embed multi agency practice we will:

- Ensure all agencies utilise the Resource Pathway developed by the Centre of Expertise.
- Review the training offer in relation to child sexual abuse, with practitioners being offered relevant training and guidance to improve confidence within their practice.
- Plan and deliver Child Sexual Abuse Practice Week in October 2025.
- Continue to reflect on previous learning from local and national reviews and consider the 'I wanted them all to notice' published document.

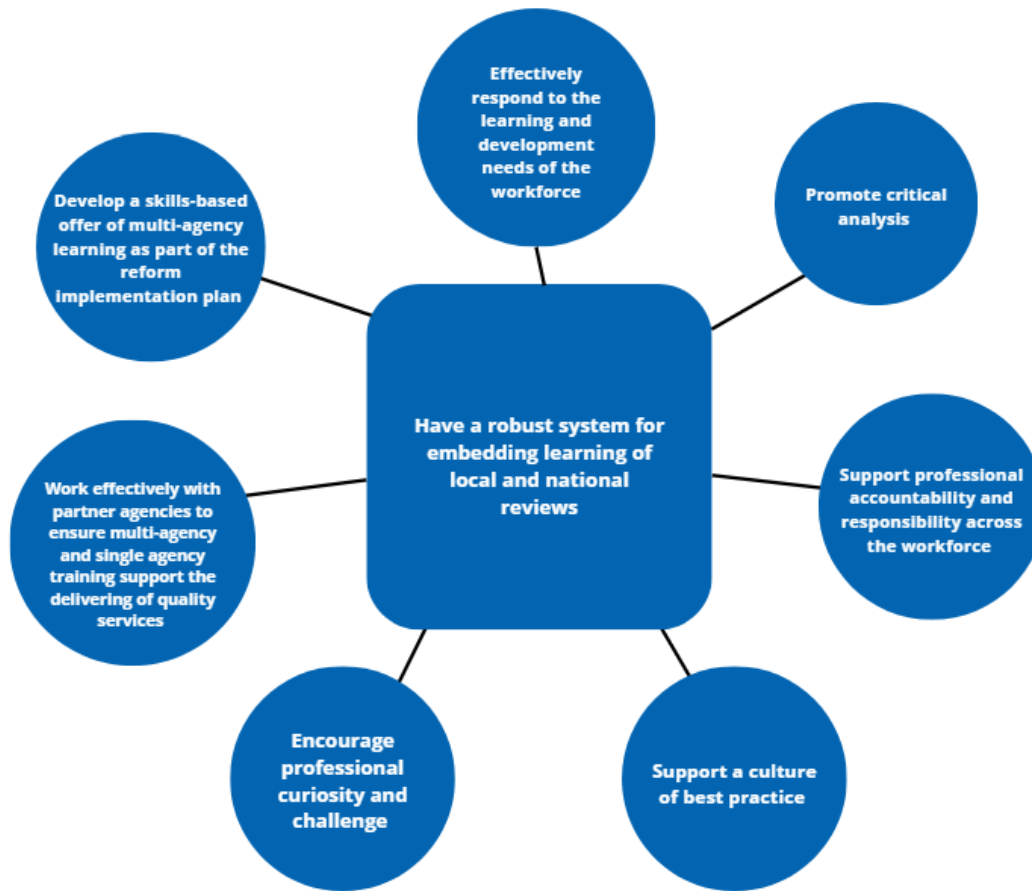
Serious Youth Violence

OSCP have seen a rise in the number of serious youth violence incidents. Partners have identified the significance in tackling this as an earlier intervention approach. OSCP commissioned a Thematic Review and carried out a benchmarking exercise on Serious Youth Violence with good representation from partners; Strengthening the prevention offer for CSE, CCE and Youth Violence and focusing on the mapping and development of the community level support offer. In addition, OSCP carried out consultation with young people and education settings to support with the voice of children and practitioners.

Oldham Youth Justice Service have a higher-than-average rate of Serious Youth Violence and have submitted five Serious Incidents Notifications to the Youth Justice Board since January 2025. These now trigger a Brief Learning Review chaired by the Safeguarding Partnership to ensure learning is taken from there. However, multi- agency contributions to this have been low and we are continuing to embed this process. Serious Youth Violence is a priority on the Youth Justice Partnership Plan.

How we will develop our workforce in line with our priorities

Oldham Safeguarding Children Partnership will be competent and confident in identifying and responding to children, young people and families where there may be a risk of harm, neglect or abuse.



Section 11

We will identify any training needs across agencies through the evaluation of section 11's returned by our partner agency.



Quality

We will effectively evaluate the quality of practice will our partners to develop our training offer.



Challenges

We will consider challenges across all partners and work effectively to support each other to develop the workforce together.

Multi Agency Training

Multi-agency training is one way to ensure that a culture of inter-agency cooperation is developed and supported. Research from Carpenter (2009) has shown that multi-agency training is useful and valued by professionals in developing a shared understanding of child protection and decision making. Effective safeguarding depends on staff and volunteers across all agencies having a clear understanding of their individual roles and responsibilities. This includes the ability to recognise when a child is at risk as well as the knowledge and skills to respond effectively.

Learning from Practice Reviews (SCPRs) and Multi Agency Audits also shows that the key to successful safeguarding is the ability to work effectively in multi-disciplinary and multi-agency settings.

The objective of our multi-agency training is to ensure everyone working with children, young people and families in Oldham have the right skills and knowledge and are competent in the work they undertake and can provide timely support and interventions to protect them from abuse and neglect.

Single Agency Training

In line with statutory guidance, all agencies should have systems in place to identify the training needs of their employees. Agencies should also have systems in place to identify any reasons for practitioners not completing or accessing training courses. Through the learning hub, all agencies should report on the single agency training staff have undertaken and provide clear evidence to partners on a regular basis. There is an expectation that single agency safeguarding training is fit for purpose, impactful and appropriate to services delivered and the age of children, young people and adult's agencies may work with.

Training Aims and Principles

Aim

The aim of this training and development plan is to ensure that the sector's workforce continues to be made up of talented and highly skilled professionals who are able to deliver integrated high-quality services to meet the changing needs of children and their families in Oldham.

OSCP aim to devise and deliver high quality innovative training programmes and initiatives that meet the business requirements of the Safeguarding Children Partnership and the priority safeguarding issues being processed. The outcome will be that practitioner are effectively responding to children's needs, developing new ways of working and opening new conversations. There is a commitment to invest in the workforce to ensure it is equipped with the right knowledge and skills to work within the most challenging of circumstances to ensure outcomes for children are improved.

Learning Principles

- All learning supports and encourages inter-agency working to enable staff to develop a cohesive culture of behaviours, attitudes, skills and knowledge for greater inter-professional dialogue, curiosity, and cooperation.
- Skills and behaviours ensure good outcomes for children, young people, and families.
- There is a multi agency approach and commitment i.e., the learning outcomes and programme content are aimed at a multi-agency audience, with input design and delivery from all agencies.

All training supports reflective practice by encouraging participants to share experiences and ideas in the learning environment and within their own supervision.

Access to regular training will help:

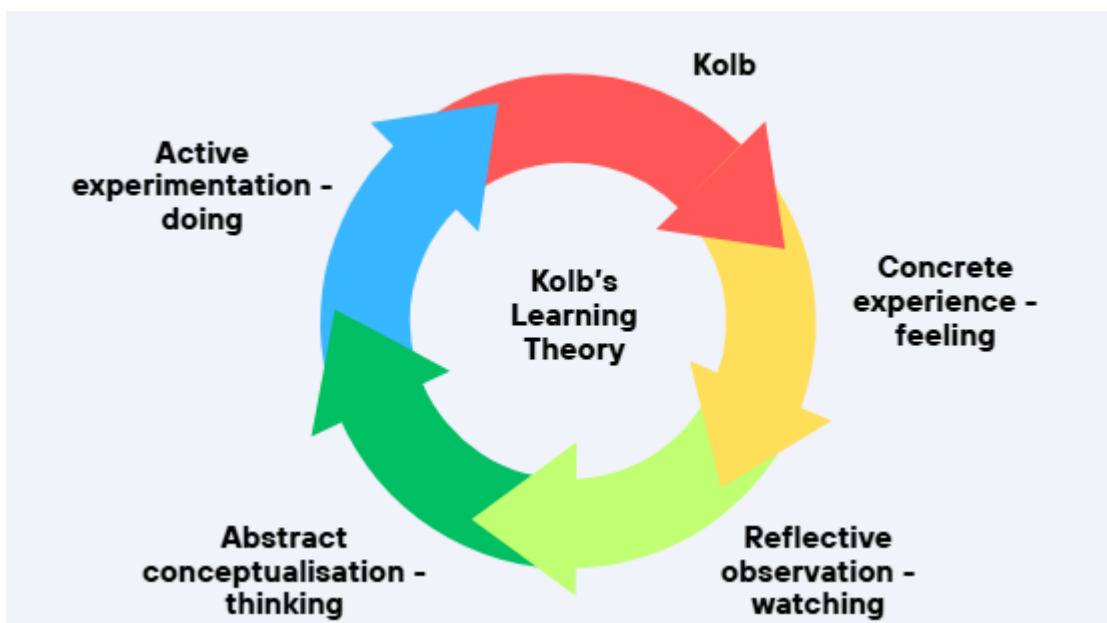
- Practitioners to identify physical, emotional and behavioural indicators that may suggest abuse or neglect.
- Practitioners to be aware of signs allowing them to take prompt action, such as reporting concerns to a safeguarding lead or following organisational protocols.
- Practitioners to remain vigilant, as some signs of abuse are more subtle than others. With this knowledge, practitioners are better equipped for early intervention.

Preventing safeguarding incidents:

- Practitioners to understand risk factors and learn proactive approaches to create a safe environment that reduces the likelihood of abuse or harm.
- Encourage practitioners to address small concerns before they escalate, promoting open communication and early intervention.

Ensure effective reporting

- Prompt action and appropriate intervention, which is crucial in safeguarding, where issues may be urgent or time sensitive.
- Equip practitioners with the knowledge of when and how to report concerns, ensuring that they follow the correct channels. This ensures a structured response and supports compliance with regulatory requirements.
- Understand and adhere to confidentiality requirements, documenting incidents, and notifying a safeguarding lead.
- Ensures that all staff members feel confident in addressing sensitive situations, and that they're aware of the importance of timely, accurate reporting of safeguarding concerns.



Training Levels

All staff are required to undertake some level of child protection training designed to build skills and knowledge. Participants at introduction level required to complete single agency training before undertaking training offered by the Partnership. This model below reflects the specific targeting of multi-agency training. These levels are not intended to be exhaustive but offer a framework to enable managers to determine the appropriate level of training required to meet the needs of their individual staff.

Foundation: Those who have contact with children who may become aware of possible abuse and neglect i.e., adult services, GPs, elected members, receptionists, Council staff, faith groups, voluntary sector.

Core 1: Those who predominantly work with children and/or who have responsibility for safeguarding within their organisation i.e., housing, youth justice, police, probation, health, education, children's social care, voluntary sector, designated leads, early help, specialist services.

Core 2: Those whose work contributes to assessment, planning interventions, and reviewing the needs of a child. Those with responsibility to contribute/coordinate section 47 enquiries, assessments, and plans. Those responsible for supervision, management, and strategic oversight, named persons i.e., pediatricians, managers, probation, police, health, education, housing, children's social care.

Training Pathways

Currently we have three training pathways relating to domestic abuse, complex and contextual safeguarding, and neglect. Like the training levels these pathways suggest the appropriate level of training that may be required from different staff dependent on their responsibilities and job role. Our next pathway will focus on child sexual abuse.

Multi Agency Practice Weeks

We will develop an annual multi-agency practice week linked to the partnership's priorities. These weeks will enable us to share learning, practice, and research between agencies. Reviewing these weeks will also provide us with information from individual agencies and recognise points of divergence as well as areas of cohesion to build on and help us to understand and consider what processes and structural factors underpin potential challenges or barriers as well as identifying good collaborative working. All partners will be involved in planning and contributing to practice weeks as well as conducting a brief training needs analysis within their own services on the subject matter. Examples of this are below:

2025 - Child sexual abuse

2026 - Serious Youth Violence

Multi Agency Practice Sessions

We will hold an annual multi agency practice session. This will focus on any key themes or trends outlined via the strategic learning hub, national panel.

Confidence questions

Confidence, whilst regarded as an internal feeling, is largely shaped by external factors, such as previous experience, knowledge, skill and level of support. We will disseminate confidence related questions to the workforce that accompany our practice weeks topics. This will the correct training is offered and developed for the future.

On-going Dissemination and Cascade of Learning

Learning opportunities coordinated locally embrace a wide range of delivery methods beyond the classroom setting.

All learning and findings across the Partnership are disseminated and incorporated into the day-to-day business of the local workforce and informed by the ongoing review of the business plan. The aim of the multi-agency training offer is to meet the changing environment and be flexible and responsive to the business plan. With this in mind we offer four quarterly training spotlights (training offers) not an annual training offer.

Mediums for dissemination of information include:

- Classroom based learning
- e-learning
- Webinars
- Briefings
- Audits and workshops
- Newsletter
- Quarterly safeguarding training spotlight
- Conferences
- Greater Manchester Combined Authority workstreams, i.e., trauma informed workforce
- 7-minute briefings
- OSCP twitter feed and website
- Monitoring and evaluation of impact
- Virtual Reality training opportunities

Training Pool

The OSCP training programme is predominantly delivered by our training pool. Pool members are experienced practitioners who work in Oldham and are released by their agencies to deliver training. They are from a wide range of partnership agencies. The Partnership also commissions experts to facilitate specialist training when required. Training pool members are encouraged to attend our train the trainer's course and are offered informal supervision/practitioner forums to discuss any issues/successes or areas where improvements can be made.

Training Needs Analysis

Training needs analysis is the process of identifying the gap between training and needs of training. The expectation is that each partner agency will undertake their own training needs analysis. Any cross-cutting themes will be fed into the Safeguarding Review & Learning Hub. This forms a significant part of forward planning in respect of the Partnership's training program practice weeks and analysis.

Evaluation and Monitoring

OSCP training quality assurance processes address the relevance and accuracy of course material on an annual basis, ensuring it meets local needs, current legislation, and policy guidance.

The Training Consultant will monitor agency attendance levels and report data to the Safeguarding Review & Learning Hub and identify any issues for escalation.

The Safeguarding Review & Learning Hub will recommend a programme of learning and development which is informed by training needs analysis, including lessons learnt from child practice review, safeguarding practitioner conversations, feedback from local audits research findings, local/national guidance and child/ family voice.

The Safeguarding Review & Learning Hub members will be active participants in deep dive evaluations of training.

Training Quality Assurance and evaluation

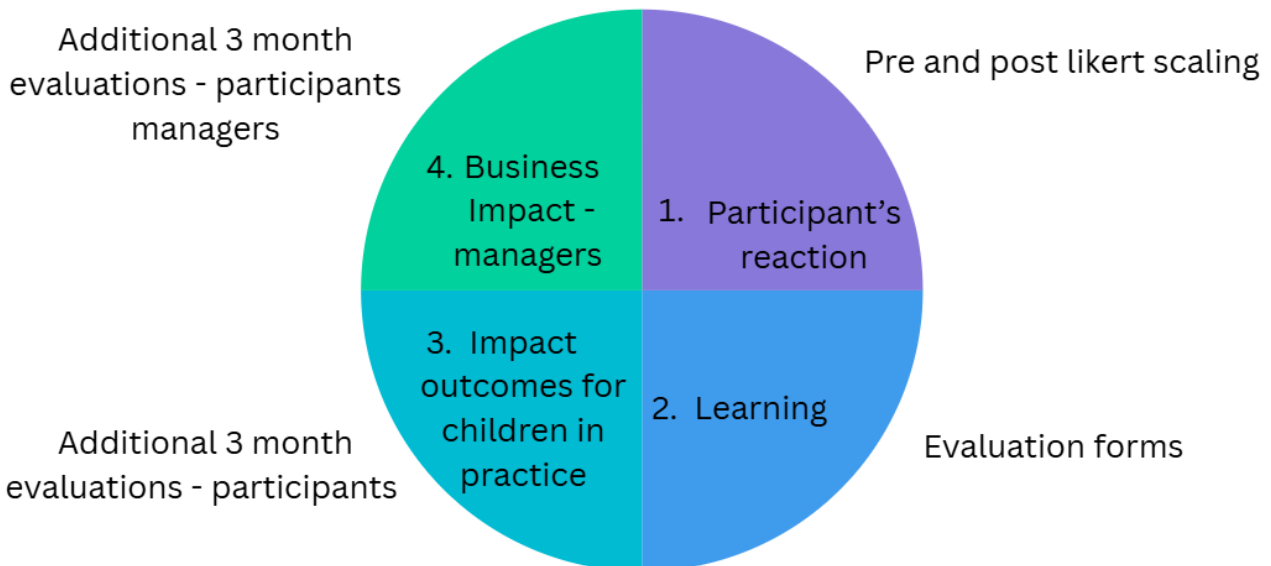
Our quality assurance processes are driven by Working Together 2023 and requires local safeguarding arrangements to:

- Commission and deliver multi-agency training and monitor the impact
- Undertake multi-agency and inter-agency audits
- Undertake local child safeguarding practice reviews and embed learning across organisations and agencies
- Include the voice of children, young people, and families and professional feedback on the effectiveness of the safeguarding system in Oldham

Analysis and evaluation of training is vital to ensure we are providing the training the workforce want and need. It must be effective with robust measurement of impacts, ultimately to demonstrate the training has made a positive difference to families we work with to ensure the best outcomes for them and their children.

Training is therefore a shared responsibility between those who provide training, organisations, managers, and course participants. If learners do not talk about/reflect on learning new skills and work out how to practice them within a few weeks of attending training, positive change is unlikely to take place (Kolb adult learning theory). The role of supervision/reflective practice is a vital part of the learning process.

The current training evaluation used is based on the 4 level Kirkpatrick model. This model of evaluation evolved out of Donald Kirkpatrick's four levels and is regarded as the industry standard in the evaluation of training.



Training evaluation processes

The OSCP training evaluation process outlines the roles and responsibilities of the OSCP and partners in ensuring quality standards across multi agency training. This includes training delivered by the training pool and external trainers commissioned.

OSCP evaluation process primary consideration is around the following:

- Quality of training delivered
- Short and longer-term outcomes
- Impact on working together and inter-professional relationships
- Impact on outcomes for children and young people

We do this in a variety of ways:

The Evaluation Form: All course participants are required to complete a pre/post learning scale (Likert scale) and evaluation form, which are reviewed by the OSCP Training Consultant. Further reviews are undertaken, by attendees, approximately six weeks after the course. The attendee is asked to evaluate the impact of the training on their practice.

The Pledge and Action Planning: A selection of courses will be identified in which participants pledge one action/a variety of actions as the result of training they will carry within one month, pledges are returned to the OSCP Training Consultant for review and follow up.

The Deep Dive: A selection of course will be identified to undertake a deep dive three months after training. This will take the form of a telephone or Teams interview in which a set of pre-selected questions will be submitted to the participant and their manager.

Although the OSCP Training Consultant will have overall responsibility for coordinating this activity (deep dive) it is the responsibility of all members of the Safeguarding & Review Learning Hub to nominate members to conduct the interviews and analysis finding with participants and managers.

In addition, the OSCP Training Consultant has a responsibility to ensure that safeguarding training is of a consistently high standard. They provide a separate annual training report collating attendance, evaluation and the impact of the training on professional practice.

The OSCP business unit will help to ensure that outcomes from the evaluation of training, monitoring and the training needs analysis inform the planning of future training. Its annual report to the Partnership will include a review of the quality, scope, reach and effectiveness of training. A combination of statistical data, training analyses and evaluation reports will be utilised in the review and future development of training courses to meet changing needs and adhere to any legislative requirements.

North West Learning and Support Hub Training Opportunities

North West Learning and Support Hub have secured funding between April 25 and March 26. Partners and relevant agencies will have access to a range of training and development opportunities in line with the NW priorities outlined below:

The long-term vision is for a self-improving partnership led system, co-produced by local leaders, focused on promoting whole systems thinking. The impact of the NW approach will be considered nationally, giving opportunity for the NW to raise its profile amongst government departments.

To collaborate better to improve child centred, multi-agency practice; nurturing a culture of trust, accountability, and support for our children.

2025 – 2026 North West Priorities

1. Collaboration on the development of a North West threshold of need document, aimed at improving the consistency of multi-agency identification and response to family support (Care Reforms) and the safeguarding of children.
2. Support for Government reforms, Family Help readiness and the Families First Partnership Programme. Ensuring Multi Agency Child Protection Teams work well with existing multiagency safeguarding arrangements
3. Implementing the Child Sexual Abuse Response pathway and NW practice leaders' network and peer review programme.
4. Increasing the effectiveness of how MASAS understand and respond to Equity, Equality, Diversity and Inclusion (EEDI).
5. Exploration of technology to enhance multi agency information sharing

Offer Mutual Support and Professional Development

NW RIPP will provide support generously to colleagues facing challenges, helping to build professional connections and growth today, for a stronger tomorrow. We will embrace opportunities to learn together .