

Norfolk Safeguarding Children Partnership
And Children and Young People Strategic Alliance



Learning and Development Strategy 2024-27

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1. Introduction

The Workforce Development Group (WDG) supports the work of the Norfolk Safeguarding Children Partnership (NSCP) and the Norfolk Children and Young People Strategic Alliance (CYP SA) in ensuring the Children's Workforce is fit for purpose to fulfil the Norfolk Vision for Children and Young People: *That Norfolk is a place where all children and young people can flourish.*

This document outlines a framework for delivering the inter-agency/multi-agency safeguarding workforce development programme, with particular reference to learning and development as well as evaluation of the high quality and consistency of single and multi-agency safeguarding training.

This document has been informed by a number of national and local policies and guidance documents, including Working Together (2023) and relevant single agency guidance.

2. Aim and Purpose

The WDG Terms of Reference sets out the purpose and scope of the work undertaken. The purpose of this document is to detail the priorities and areas of work for the short to medium term to assist the delegated partners in *"the provision of appropriate multi-agency safeguarding professional development and training"* (Working Together 2023, Page 29) and in supporting Norfolk Safeguarding Children Partnership (NSCP) to fulfill key responsibilities set out in statutory guidance:

- to support employers in their responsibility
 - *'for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role'* (Working Together 2023, Page 107)
- to support the Safeguarding Partners in their responsibility to report on
 - *[evidencing] of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families* (Working Together 2023, Page 41)

3. Key functions of the WDG

The functions of WDG reflect the dual nature of strategic and operational responsibilities. The group delivers the following functions:

- Understanding and scoping what local training is needed.
- Working with the relevant multi-agency partners and local partnerships to identify and implement areas of joint working.
- Enabling and facilitating multi-agency training to respond to local need.
- Monitoring and evaluating the effectiveness of the multi-agency training offer.
- Supporting organisations to have effective arrangements in place that promote the importance of safeguarding which includes *"appropriate supervision and support for staff, including undertaking safeguarding training"* (Working Together, 2023, p.107).

- Producing and monitoring an annual programme of work to provide strategic support and/or operational implementation.
- Communicating effectively across the partnership and with stakeholders to inform, develop and implement the annual action plan.
- Being a Champion and advocate for the workforce across the partnerships.
- Understanding and disseminating best practice for recruitment and retention.

It is important to note that these activity strands interact with each other and are connected in multiple ways, rather than existing as separate columns or as a linear process.

It is an ambition of the WDG to work more widely across the NSCP and CYP SA partnerships to deliver improved workforce development collaboration and outcomes. To this end, in 2024 the membership of the group was expanded to include wider representation from CYP SA partner sectors. Moving more fully towards a wider focus is not currently feasible with existing resources, but the situation will remain under constant review.

The WDG works collaboratively with local partnerships such as the Norfolk Safeguarding Adults Board (NSAB), Norfolk Community Safety Partnership (NCSP) and the Serious Violence Duty Programme Group in order to:

- respond to key joint policy areas
- avoid duplication
- identify joint commissioning opportunities
- promote wider partnership network
- share resources and expertise

Work is currently underway to map the links between WDG members and other partnership groups to promote collaboration and identify any gaps.

4. Priorities Short to Medium Term

The work of the WDG is determined by national and local policy, learning from national and local developments with particular reference to findings from Child Safeguarding Practice Reviews (CSPRs), Norfolk's Section 11 audit, and multi-agency and single agency identified areas.

There are seven identified priority issues as determined by the members of the WDG. These are in Figure 1 and are grouped according to the Thematic Framework which has been developed corresponding to emerging learning from Norfolk CSPRs.

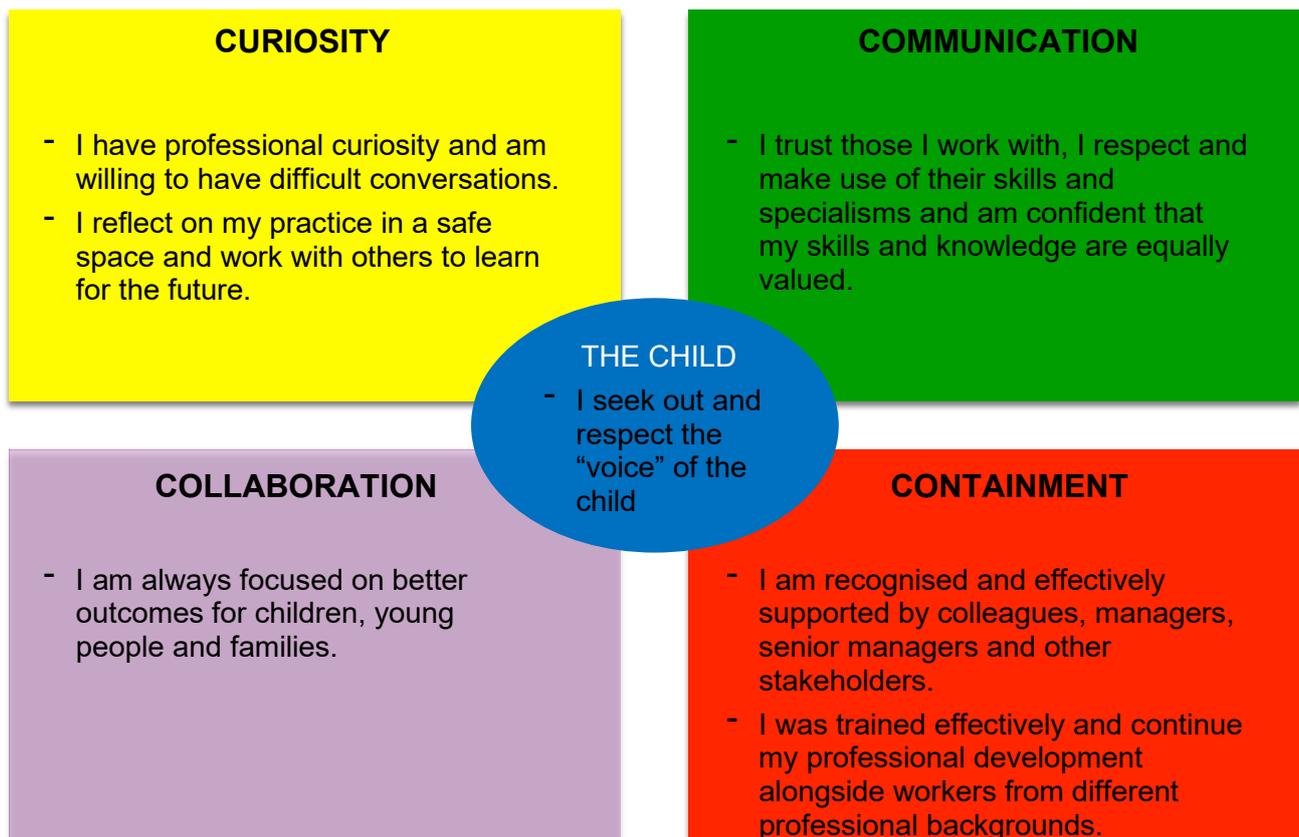


Figure 1: Thematic Priorities

5. Learning and Development

The WDG believes in and promotes a continuous learning culture and recognises that knowledge transference happens through:

- having exposure to a range of opportunities including cross sector sharing and shadowing, webinars, local workshops, observations and self-directed research.
- individuals taking responsibility for their own learning including identifying their own training needs, considering how to build on learning, action planning and sharing with line manager and teams.
- organisations providing a supportive environment including line manager support, effective senior executive leadership and a culture that encourages ongoing learning and development and application of learning.
- valuing the workforce and the contribution that every individual brings to ensuring Norfolk’s children are safeguarded.

NSCP supports continuous professional development through:

- provision of an annual programme of multi-agency training courses.
- delivery of Child Safeguarding Practice Review Roadshows.
- Best Practice Events for operational leads.
- developing trainer excellent and knowledge through Trainer Best Practice Events.

- delivering training to support the development of Norfolk's Neglect Champions.
- collaboration with partner agencies to advertise and administrate multi-agency courses facilitated by single agencies.
- bespoke training events in relation to specific safeguarding strategies/identified needs.
- multi-agency conferences.
- adaption of delivery to meet varying needs, such as Webinars and virtual learning.

6. Values

All learning and development should create an ethos that

- Places the child at the centre
- Values working in partnership, in collaboration with others (acknowledging and valuing different roles, knowledge and skills)
- Respects diversity (race, religion, culture and disability)
- Promotes equality
- Encourages the participation of children and families in the safeguarding processes
- Is compatible with the NSCP contemporary practice approaches, principles, policies and procedures.

7. Learning principles

The following principles are central to NSCP learning and development:

- Child and family-centred
- Rooted in research/evidence-based practice
- Focused on the outcomes for children
- Respect towards fellow participants
- Delegates take responsibility for their own learning
- Participation and constructive challenging
- Informed by evidence and local learning
- Multi/inter-agency in approach.

8. Training Impact

The WDG recognises that understanding the impact of training on outcomes for children and families is essential if we are to ensure that the right learning opportunities are being provided to the right people at the right time. The WDG also acknowledges the difficulties this presents for monitoring and evaluating both single and multi-agency training aside from immediate course evaluation.

Work is currently underway to establish a system of single and multi-agency monitoring of impact of training and will be available on the NSCP website when completed.

9. Learning from Child Safeguarding Practice Reviews

Learning from Child Safeguarding Practice Reviews is a significant element of Workforce Development. The NSCP will disseminate learning from reviews to facilitate implementation of learning through:

- Reflective Learning Events – aimed at senior managers/team leaders and practitioners involved in working with the child/family
- Road shows – open to the whole workforce
- Publication of the Child Safeguarding Practice Review and ‘Summary of Learning’ Powerpoint Presentations
- Requirement and expectation that each agency disseminates and promotes learning to ensure a change in practice where needed.

10. Safeguarding training stages and target groups

Staff should be provided with learning opportunities appropriate to their role and agencies should be able to evidence this. Individual agencies will provide ‘Core’ safeguarding training to their staff with the NSCP providing learning opportunities for delegates to build on this knowledge in line with their individual competencies.

The NSCP guidance on competencies and target groups is currently under review by representatives of the WDG. Once this work is completed this guidance will be updated to reflect this.

11. Quality Assurance

It is not enough to simply provide training or learning opportunities. It is essential that the quality is monitored to ensure that the workforce of Norfolk are developed appropriately and to a high standard. In doing this, we will contribute to ensuring that children, young people and families receive the highest quality services and are safeguarded. The WDG has in place a Quality Assurance Process whereby agencies complete an online self-assessment of their training. This is then reviewed by a representative of the WDG, with feedback given, and a selection are chosen at random for observation by the Workforce Development Officer.

Multi-agency commissioned training is also quality assured through a programme of observations undertaken by representatives from the WDG with feedback provided to the facilitators, as well as monitoring of evaluations completed by delegates.

12. Multi-agency Training

The WDG is responsible for providing and reviewing the multi-agency training on behalf of the NSCP. The following sections detail how this is undertaken.

a) Commissioning of Training

When commissioning training externally, the NSCP ensures that a written contract or a service level agreement is in place. This specifies in as much detail as possible the following:

- type of training
- expected outcomes
- impact of the training,
- materials to be used
- financial responsibility for all aspects of the programme (the venue and the cost of the trainer)
- nature of delivery (online or face to face)
- relevant policies within partner agencies

The NSCP Workforce Development Officer is responsible for managing any contracts for external training provision.

Training contracts are reviewed on an annual basis.

b) Programme Delivery Standards

NSCP training standards are based on relevant legislation and statutory guidance which relate to multi-agency training provided by the different SCPs. NSCP partner agencies may also use these standards for single agency training.

Training standards are as follows:

- NSCP to ensure that relevant multi-agency training is provided, and that relevant staff attend. The WDG to evaluate the quality of the training and ensure that it is reaching all relevant staff.
- Training content to be compliant with safeguarding competency standards.
- All training materials to be updated to reflect national changes in legislation and guidance and local practice developments.
- Training to be delivered only by experienced trainers with experience of safeguarding work.
- Single-agency provided training to be quality assured.
- Training delivery and standards to be reinforced and periodically monitored by the WDG.
- Impact of training on practice to be evaluated by WDG and Multi-Agency Audit Group (MAAG).
- Learning from national and local Child Safeguarding Practice Reviews will be incorporated into training.

c) Course Administration and Allocation

All course administration will be done by the NSCP team.

All courses will be published on the NSCP website and kept updated regularly.

Applications may be made via the NSCP's online booking system on the NSCP website, or for the S4S system for education colleagues. Shortlisting will take place six weeks before the date of the course. The applicants will be notified once the short listing is completed. Places are not to be allocated on a 'first come first served basis'. The NSCP's aim is to have multi-agency participants to reflect inter-agency working and to learn from each other.

Confirmation of a place, and venue instructions if required, will be sent by e-mail to the applicant and to their manager six weeks prior to the event. Similarly, unsuccessful applicants and their managers will be informed by e-mail six weeks prior to a course date.

d) Cancellation and Charging Policy

Demand for the NSCP courses is high and some applicants may not obtain a place. It is therefore essential that a minimum of **seven working days'** notice, in writing, is given of any cancellation in order to allow the place to be offered to another candidate.

A cancellation charge will be payable where a booking is cancelled less than seven working days in advance, or where a candidate fails to attend a training event.

If the agency of the individual who is cancelling are able to fill the place with an appropriate substitute then the cancellation fee will not apply.

Cancellation charges are reviewed on an annual basis.

The training is free to staff from agencies which fund the NSCP. There is a charge of £100.00 for staff from private, independent and profit making organisations.

For voluntary & community sector groups, the following charges will apply:

- Safer Programme Members - £40 per person
- Non Safer Programme Members (regardless of annual income) - £50 per person

e) Certificates of Course Completion

Certificates of course completion can be requested from the NSCP Training team. In order to achieve a certificate the delegate must attend and engage for the entire course and a course evaluation form must be completed. This can be used as evidence of continuing professional development (CPD).

f) Expectations

In order to maintain a positive learning environment for all participants, when delegates attend a NSCP training event they can expect:

- to be treated in a professional and respectful manner.
- the session to be facilitated by a knowledgeable and experienced trainer.
- training sessions to start and end at the times specified.
- any concerns regarding the training/trainer to be followed up and feedback given.

In return participants are expected to:

- actively participate in the exercises and discussions in order to most fully benefit from the training.
- behave in a professional manner. Aggressive, threatening and discriminatory behaviour is unacceptable and will not be tolerated. Anyone exhibiting such behaviour will be asked to leave the training event and this will be reported back to their line manager and the NSCP.
- attend and engage for the whole training session. Delegates arriving late, leaving early or not actively engaging in the session will not receive a certificate of attendance.

Training sessions are not confidential environments and any inappropriate/concerning issues or behaviour relating to safeguarding children will be reported back to the individual's line manager and the NSCP and will be followed up by the NSCP Workforce Development Officer.

g) Funding

Financial resources will be provided from the NSCP budget and will be accounted for accordingly.

h) Complaints

All concerns relating to any aspect of the NSCP's learning and development programme should be referred to the Workforce Development Officer and will be dealt with in line with the NSCP complaints procedures.