

Norfolk Safeguarding Children Board



Norfolk Safeguarding
Children Board

Interim Learning and Development Strategy 2017

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Vision

“For Norfolk to be the place that people want to come and work with Children and Families because the workforce is safe, creative, resilient and supported to develop.”

1. Introduction

The Strategic Workforce Development Group (SWDG) supports the work of the Norfolk Safeguarding Children Board (NSCB) and the Norfolk Children and Young People Strategic Partnership Board (CYPSPB) in ensuring the Children’s Workforce is fit for purpose to fulfil the Norfolk Vision for Children and Young People:

“We believe that all children and young people have the right to be healthy, happy and safe; to be loved, valued and respected; and have high aspirations for their future.”

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 agency safeguarding training.

This document has been informed by a number of national and local policies and guidance documents, including Working Together (2015) and relevant single agency guidance.

2. Aim and Purpose

The SWDG has a robust Terms of Reference that details 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 but more importantly to assist the Norfolk Safeguarding Children Board (NSCB) in fulfilling a key responsibility:

- 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 2015 Page 53)*
- and
 - *‘to monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children’ (Working Together 2015 Page 67).*

3. Key functions of the SWDG

The functions for the Strategic Workforce Development Group (SWDG) reflect the dual nature of strategic and operational responsibilities. The group delivers the following functions, N.B. these activity strands interact with each other and are connected in multiple ways, rather than existing as separate columns or as a linear process:

1. Priority setting and horizon scanning to give direction to agencies:
2. Equipping the Workforce to do their jobs well:
3. Improving the Culture and Communications of workforce development
4. Leading and promoting Workforce Resilience
5. Promoting Cross-Sector Learning

4. Priorities Short to Medium Term

The work of the SWDG is determined by national and local policy, learning from national and local developments with particular reference to findings from Serious Case Reviews (SCRs), 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 SWDG. These are in Figure 1 and are grouped according to the Thematic Framework which has been developed corresponding to emerging learning from Norfolk SCRs.

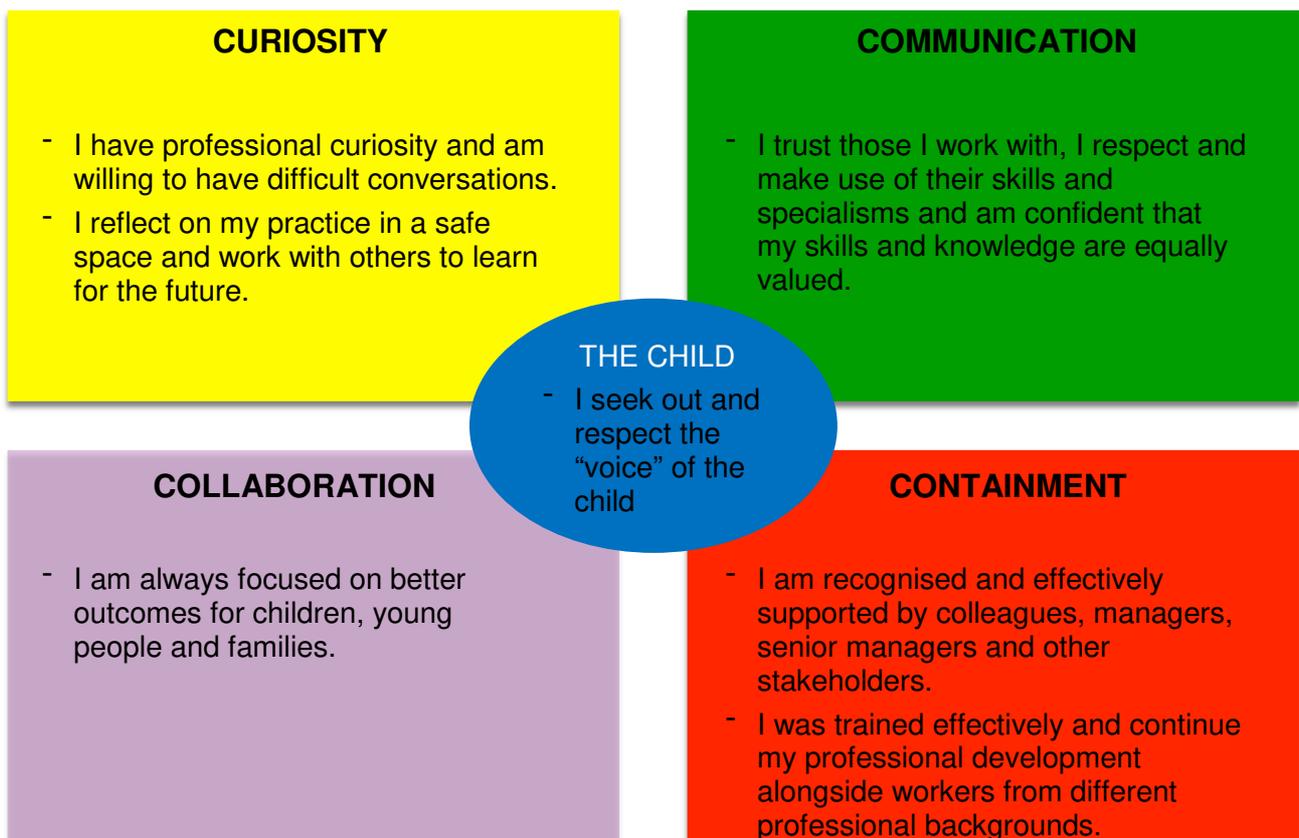


Figure 1: Thematic Priorities

The NSCB have also tasked the group for the year 2017/18 to undertake the following as a result of the 2017 Section 11 process;

- to consider the development and provision of more specific safeguarding training aimed at senior executives, trustees or Members.
- to consider the challenge of recruitment to qualified and specialist roles across the children's workforce and identify opportunities for a joined-up approach to recruitment campaigns where appropriate. "

5. Learning and Development

The SWDG 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 need, 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 application of learning
- and, by valuing the workforce and the contribution that every individual brings to ensuring Norfolk's children are safeguarded.

Norfolk SCB supports continuous professional development through:

- provision of an annual programme of multi-agency training courses
- Delivery of Serious Case Review Roadshows
- Best Practice Events for operational leads
- Training to support the development of Norfolk's Neglect Champions
- Collaboration with partner agencies to administrate multi-agency courses facilitated by single agencies
- Bespoke training events in relation to specific safeguarding strategies
- Multi-agency conferences

6. Values

All learning and development should create an ethos that

- 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 NSCB's '10 principles for professionals working with children & their families in Norfolk'

7. Early Help

The NSCB recognises the importance of the role of Early Help in supporting children, young people and families by taking action to address emerging concerns before they become safeguarding issues.

8. Learning principles

The following principles are central to NSCB learning and development:

- Child-centred
- Rooted in knowledge of child development
- 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.

9. Training Impact

The SWDG recognise that understanding the impact of training on outcomes is essential if we are to ensure that the right learning opportunities are being provided to the right people at the right time. The SWDG also acknowledges the difficulties this presents for monitoring and evaluating both single and multi-agency training aside from immediate course evaluation. To this end there is a working group tasked with producing guidance for measuring impact using Kirkpatrick's (1977) model of training evaluation to frame impact measurement. These levels are:

- **Reaction:** Delegates' evaluative feedback about the training. Generally this is in place across agencies, however it is not clear how they are analysed and used post training/learning event.
- **Learning:** The measurement in the before and after knowledge. Currently mainly captured through 'happy sheets', it is not clear on how else agencies measure or capture this.
- **Behaviour:** The implementation of learning when back in the job. It is not clear how this is captured and analysed, if at all. Support needs to be provided for agencies' to plan what this could look like and implement it.
- **Results:** What effect the learning has had on the outcomes for the agency and children and young people? This is a big gap in our knowledge and a difficult area to quantify and qualify. The NSCB needs to set expectations on outcomes and give guidance as to what monitoring and evaluation could look like.

(Levels taken from *Research In Practice Strategic Briefing - Ensuring effective training; Briefing for LSCBs*)

10. Learning from Serious Case Reviews

Learning from Serious Case Reviews is a significant element of Workforce Development. The NSCB will disseminate learning from reviews to facilitate implementation of learning through:

- Best Practice Groups – aimed at senior managers/team leaders
- Road shows – open to the whole workforce
- Handouts/flyers detailing recommendations
- Publication of the Serious Case 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.

11. 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 NSCB providing learning opportunities for delegates to build on this knowledge in line with their individual competencies.

The NSCB guidance on training stages and target groups is currently under review by a subgroup of the SWDG. Once this work is completed this guidance will be updated to reflect this.

12. 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 SWDG is currently reviewing the quality assurance process to support agencies in providing the best possible training and learning opportunities.

13. Multi-agency Training

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

a) Commissioning of Training

When commissioning training externally, the NSCB should ensure a written contract or a service level agreement. This should specify in as much detail as possible the type of training, expected outcomes and impact of the training, as well as materials to be used,

financial responsibility for all aspects of the programme, the venue and the cost of the trainer.

The NSCB Workforce Development Officer will be responsible for managing any contracts for external training provision.

Training contracts will be reviewed on an annual basis.

b) Programme Delivery Standards

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

Training standards are as follows:

- NSCB to ensure that relevant multi-agency training is provided and that relevant staff attend. The SWDG 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 SWDG.
- Impact of training on practice to be evaluated by SWDG and the Performance, Improvement and Quality Assurance Group (PIQAG).
- Learning from national and local Serious Case Reviews will be incorporated into training.

c) Expected Outcome and Impact

The expected impact of the safeguarding training for children and young people is consistent with the five key children's well-being outcomes. These are: be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being. Safeguarding training has a particular focus on the 'stay safe' element.

Training should enable staff to meet the competencies specific to their role working with children, young people and their families.

d) Course Administration and Allocation

All course administration will be done by the NSCB team.

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

Applications may be made via the NSCB's online booking system on the NSCB website.

Short listing 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 NSCB's aim is to have multi-agency participants to reflect inter-agency working and to learn from each other.

Delegates are strongly encouraged to apply for training being held in their own locality to facilitate networking with colleagues from other agencies.

Confirmation of a place, and venue instructions, 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.

e) Cancellation and Charging Policy

Demand for the NSCB 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.

The training is free to staff from agencies which fund the NSCB. 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

The charge for staff from the voluntary and community groups is based on an agreement with Momentum which will be reviewed on an annual basis.

f) Certificates of Course Completion

Certificates of course completion will usually be available on the day. 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).

g) Expectations

In order to maintain a positive learning environment for all participants, when delegates attend a NSCB 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 NSCB

- 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 NSCB and will be followed up by the NSCB Workforce Development Officer.

h) Funding

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

i) Quality Assurance and Evaluation

The NSCB has a responsibility to ensure the quality of multi-agency training. Training must be consistent and of a high quality. The effectiveness of training should be continually and consistently evaluated.

Measuring the quality and effectiveness of the training will be done at various stages. The stages are set out in the quality assurance cycle from validation of a training course to post evaluation which applies for both single and multi-agency safeguarding training.

Review of the Quality Assurance process is currently being undertaken by a subgroup of the SWDG and this section will be updated accordingly once this work has been completed.

j) Complaints

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