



NSCP Training and Development Strategy

2019 - 2021

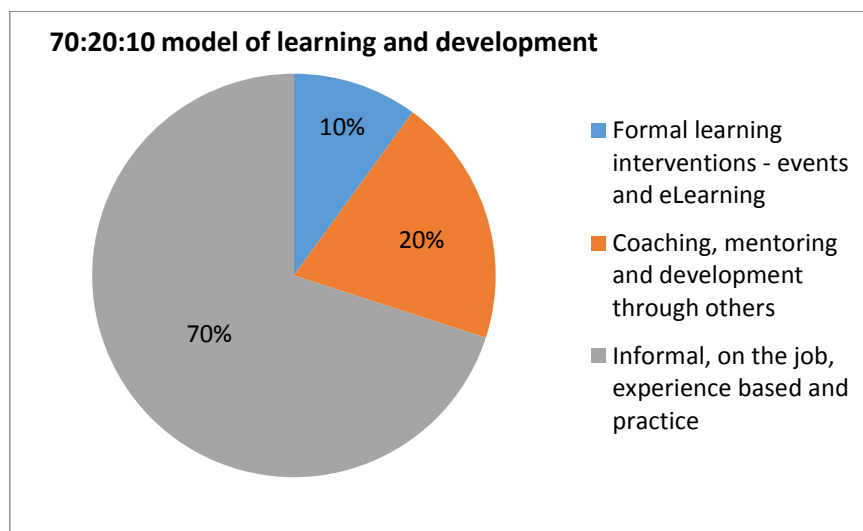
1.0 Background

This Learning and Development strategy is informed by the 70:20:10 model of learning and structured into the following three sections. The strategy will detail how agencies can support their staff in ensuring high quality learning and development opportunities are not only delivered but enhanced in the workplace to make a difference to the lives of children and young people living in Northamptonshire.

Context – This sets out the priorities and strategic objectives of the NSCP Training and Development Strategy. This also sets out the elements of training that the NSCP feel should be delivered in a multi-agency context and the core elements of safeguarding training that fall under single agency responsibility.

Content – This section details the courses provided by the NSCP including all e-learning, face to face training and other training formats. This section also details the target audience for particular training.

Process – This section will deal with the process for identifying staff that are required to attend NSCP training. This section also details how the NSCP seeks to evaluate and quality assure the training delivered both in a multi-agency setting and within single agencies it will also detail how the NSCP will ensure that the training it delivers has a positive impact on practice in the workplace.



Formal learning (10%) – This can be defined as formal learning that takes place through a number of different mediums including but not exclusively to eLearning, face to face training events, conferences, seminars and thematic workshops.

Coaching, mentoring and development through others (20%) – This will take the form of single agency training often delivered through team meetings or supervision sessions. This will include complex case discussions, peer audit reviews, updates on courses attended by others and professional reading.

Informal learning (70%) – This will be made up of on-the-job experiences, working on tasks and problem solving cases in the day to day work being completed by members of staff.

2.0 Context

Introduction and Scope

Working Together 2018 states that in the publication of the local safeguarding arrangements the following must be included:

“how inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits”.

Working Together 2018 also states that:

“Multi-agency training will be important in supporting this collective understanding of local need. Practitioners working in both universal services and specialist services have a responsibility to identify the symptoms and triggers of abuse and neglect, to share that information and provide children with the help they need. To be effective, practitioners need to continue to develop their knowledge and skills in this area and be aware of the new and emerging threats, including online abuse, grooming, sexual exploitation and radicalisation. To enable this, the three safeguarding partners should consider what training is needed locally and how they will monitor and evaluate the effectiveness of any training they commission”.

This strategy has been developed by the Training and Development Group who have been tasked with setting out the above by the Strategic Leads of the Northamptonshire Safeguarding Partnership and as such is based upon national legislation and guidance (e.g. *Working Together (2018)*, *Every Child Matters* and *The Children Act 2004*), NSCP Policy and Procedures and an analysis of previous training take up by the partnership.

This strategy will detail the following:

- The responsibilities of partner agencies with regard to safeguarding training offered to their staff, and support for NSCP multi-agency training and events;
- The role of the NSCP in quality assuring training delivered by partner agencies;
- The responsibilities of the NSCP with regard to ensuring there is sufficient, high quality training available (including multi-agency training provided by the NSCP) and identify gaps in order to develop and provide required training;
- Best practice required minimum training recommended for all staff;
- The NSCP’s strategy for monitoring the effectiveness of single and multi-agency training, and demonstrating the impact of training and the difference it is making to improve the lives of children and families;

As part of the strategy, alongside the NSCP Business Plan, we need to consider the following questions, and review our responses to them at regular intervals:

- How does our training link to issues and gaps identified through monitoring, auditing, reviews and quality assurance activity?
- Are we clear about the benefits to be gained from multi-agency rather than single agency training and how do we make sure we realise those benefits?
- How is the impact of training measured?
- How does the training align with audit activity and gaps identified through this?
- How do we ensure that practice improves as a result of training activity?

This strategy needs to be flexible enough to respond to emerging issues, and regular review is essential to take account of changes both locally and nationally, thus the strategy will be refreshed on an annual basis.

Training and Development Group

A Training and Development Group will sit under Quality & Governance Sub Group and will meet on a bi-monthly basis to consider training required by the partnership.

Vision and Values

It is the vision of the Safeguarding Partnership that both single and inter-agency training supports the development of a confident, competent workforce which will improve outcomes for Northamptonshire's children and young people. The NSCP also has a detailed Learning and Improvement Framework that should be read in conjunction with this strategy and can be found on the NSCP website.

The principles and values of training are that all training should:

- place children and young people at the centre, never losing sight of his or her needs;
- actively demonstrate respect for diversity and acknowledge the wide range of individuals and organisations involved in safeguarding children & young people and promoting their welfare;
- promote partnership with parents and carers, not purely focusing on problems and failings but identifying strengths and encouraging respect;
- demonstrate the value placed on workers in ensuring they are up skilled to understand the importance of the contribution they make in achieving positive outcomes for children & young people and;
- be a demonstration of Working Together in action, bringing people together and working collaboratively.

NSCP Business Plan

This strategy is closely aligned with the Northamptonshire Safeguarding Children's Partnership Business Plan. Training and learning activity provided by partner agencies will need to take account, and be supportive of, NSCP Business Plan priorities.

The agreed strategic objectives within the NSCP Business Plan are drawn from themes identified by the Strategic Leads and from emerging safeguarding issues. For 2017-18, the NSCP has agreed the following key priorities:

Key Priorities for 2019-21	
1.	Taking positive action early enough to protect children
2.	To support children, young people and families who are at risk of exploitation
3.	To work effectively as a partnership and support our staff

Responsibilities of Partner Agencies

Working Together to Safeguard Children (2018), states:

“Employers are responsible 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”.

It is the responsibility of employers to recognise that in order for staff to fulfil their duties in line with Working Together to Safeguard Children (2018), they will have different training needs which are dependent on their degree of contact with children and young people and/or with adults who are parents or carers, their level of responsibility and independence of decision-making.

Employers should ensure that all those in contact or working with children and young people and/or with adults who are parents or carers have a mandatory induction, which includes familiarisation with their child protection responsibilities and the policies and procedures to be followed if they have concerns about a child's safety or welfare.

Regular refresher training should also be provided.

Employers also have a responsibility to identify adequate resources and support for inter-agency training by:

- committing resources for inter-agency training, for example through funding, providing venues, providing staff who contribute to the planning, delivery and/or evaluation of inter-agency training;
- providing staff who have the relevant expertise to support the NSCP (for example, by actively contributing to the NSCP Training and Development Group);
- releasing staff to attend the appropriate inter-agency training courses and ensuring the time for them to complete inter-agency training tasks and apply their learning in practice; and
- ensuring that staff receive relevant single-agency training that enables them to maximise the learning derived from inter-agency training.

Employers have a responsibility to ensure that all staff, including administrative staff, are given opportunities to attend local courses in safeguarding and promoting the welfare of children and young people, or to ensure that safeguarding training is provided within the team.

Multi-Agency Training and Single Agency Responsibility

NSCP is committed to providing a range of multi-agency training opportunities to practitioners working within Northamptonshire. Details of the training offered by the NSCP can be found in the Content section of this strategy.

The NSCP training calendar will be reviewed on an annual basis and face to face courses advertised 6 months in advance in order to allow the NSCP to react to emerging issues in safeguarding that require a training response. Practitioners wishing to put forward a training topic to be delivered should contact their Learning and Development Group Members or contact the Business Office. In addition the NSCP will monitor the courses it offers via eLearning and evaluate all delivery methods responding to the needs of the workforce.

Where the NSCP does not provide training on a subject but partner agencies feel it is important for staff to have training in a subject this should be delivered through a single agency delivery method.

Designated Safeguarding Lead Training

The provision of Designated Safeguarding Lead Training for schools and Early Year's settings is not provided by the NSCP a variety of organisations based within the county offer DSL training including the local authority. It is advised that this level of training is refreshed every 2 years.

Training for schools can be provided by LGSS can be booked on the details below.

LGSS Learning and Development

Tel: 01604 368123

Website: <http://www.lgss.co.uk/Services/traininganddevelopment/Pages/trainingcourses.aspx>

Training for Designated Safeguarding leads in private, independent and voluntary Early years settings is delivered by the Early years team. This can be booked using the link below:

Website: www.northamptonshire.gov.uk/eycc

3.0 Content

Safeguarding children and young person's training is available to anyone who is working with children and/or their families and carers, whether in a paid or voluntary capacity. Those wishing to access training should check with their own organisations first. Our training recognises that many agencies provide single agency training for their staff and seeks to complement this whilst providing training to the whole children's workforce. The NSCP provides training at a number of different levels. The level all training is aimed at is detailed in course information. For the benefit of this strategy the National Competencies Framework is used as detailed in the following table.

National Competencies Framework

	The National Centre for Post Qualifying Social Work and Professional Practice. (2011). National Competence Framework for Safeguarding Children. Bournemouth University	Royal College of Paediatrics and Child Health. (2014). National Competence Framework and Roles and Competencies for Health Care Staff: Intercollegiate Document
1	Staff in infrequent contact with children, young people and/or parents/carers who may become aware of possible abuse or neglect.	All staff including non-clinical managers and staff working in health care settings.
2	Those in regular contact or have a period of intense but irregular contact with children, young people and/or parents/carers who may be in a position to identify concerns about maltreatment, including those that may arise from the operation of an Early Help Assessment.	Minimum level required for non-clinical and clinical staff who have some degree of contact with children and young people and/or parents/carers.
3	Members of the workforce who work predominantly with children, young people and their parents/carers and who could potentially contribute to assessing, planning, intervening and reviewing the needs of a child and parenting capacity where there are safeguarding concerns.	Clinical staff working with children, young people and/or their parents/carers and who could potentially contribute to assessing, planning, intervening and evaluating the needs of a child or young person and parenting capacity where there are safeguarding/child protection concerns.
4	Members of the workforce who have particular responsibilities in relation to undertaking section 47.	Named professionals.
5	Professional advisors, named and designated lead professionals.	Designated professionals.
6	Operational managers at all levels including practice supervisors, front line managers and managers of child protection units.	
7	Senior managers responsible for the strategic management of services; NHS board members.	
8	Members of the LSCB with local strategic responsibility for safeguarding	

All training should be seen in the context of an individual practitioner's programme of continuous learning.

E-Learning

The NSCP has purchased a suite of e-Learning courses to be used by agencies to give practitioners an awareness of a subject or act as core training at Level 1 and 2. All of the e-Learning modules available via the NSCP are aimed at Levels 1 and 2 staff but can act as awareness raising or refresher training to all staff at any level.

As part of the e-learning package is the course 'Safeguarding Children Refresher Training' which can be used by agencies to deliver refresher training to its staff every 2 years.

Details of the e-Learning courses purchased by the NSCP including a brief description of the content of each course and how you register to take one of the courses can be found on the following page of the NSCB website.

<http://www.northamptonshirescb.org.uk/about-northamptonshire-safeguarding-children-board/training/e-learning/>

Face to Face Training

The NSCP face to face training is delivered by local experts or where appropriate commissioned trainers. These courses are aimed at practitioners working at Level 2 and above. If available it is recommended that staff take the relevant eLearning course for the subject before attending face to face training. Practitioners should also ensure that prior to attending any face to face training they have made themselves familiar with the NSCP policy or procedure on the subject. These can be accessed at:

<http://www.northamptonshirescb.org.uk/about-northamptonshire-safeguarding-children-board/policies/>

The below details the courses selected to form part of the NSCP face to face training programme for 2019-2020.

- Working Together;
- Thresholds & Pathways and Early Assessments;
- Neglect;
- Child Sexual Exploitation;
- Learning from Serious Case Reviews;
- Reducing Parental Conflict; and
- Gangs;

Face to Face training courses can be booked via the following link through the NSCP website where you will also find details of course content and the level each course is aimed at.

<http://www.northamptonshirescb.org.uk/about-northamptonshire-safeguarding-children-board/training/training-courses/>

Conferences and Learning Events

The NSCP are committed to holding conferences and large scale learning events on specific subjects as the need arises. The NSCP are committed to providing 2 Conference events a year for practitioners.

Newsletters, E Bulletins & Briefings

One key method of training available to the NSCP is the use of Newsletters, E Bulletins and Briefings. These are used to get specific messages out to the workforce as the need arises. For more details on how managers can ensure these messages are disseminated to all staff working with children and young people please see the below sections.

A key recent development is the creation of the NSCP Tea-Break Guide series which aims to provide practitioners a bite size view on a topic or subject area that can be easily digested in a short space of time, displayed as a poster or discussed in a team meeting.

6 Step Briefings

Following the production of all Serious Case Reviews (SCR), Case Mapping Exercises (CME) and Multi Agency Case Audits (MACA) the NSCP produces a 6 step briefing. These are to be used as a training tool to disseminate the learning from the reviews and audits to spark discussion amongst practitioners and to drive continuous improvements. All 6 step briefings can be found on the NSCP website.

Other Learning & Development Delivery Methods

A number of NSCP partner agencies also use a variety of other methods to ensure learning and training is shared with practitioners. Below gives a summary of some of the methods available that organisations may wish to adopt to enhance the learning and development already offered within their organisations.

Reflective Case Discussions

Supervision and team meetings can often be settings for reflective discussions about safeguarding cases or concerns. In addition, some organisations may choose to adopt peer reflection groups to discuss cases that have been reviewed nationally or locally these groups can also be used to challenge and share practice.

Advice and mentoring from lead professionals or champions

Lead professionals or safeguarding champions can often be an informal source of advice for staff within organisations. These are often named individuals who can be contacted and often were the conduit for information within organisations.

Safeguarding Weeks

Some organisations hold safeguarding weeks where they aim to cover a number of topics and raise awareness on issues pertinent to practitioner's roles.

Case Audits

Organisations may choose to carry out case audit to check records have been maintained and procedures followed. The learning from these audits can then be shared with staff.

Embedding Safeguarding Training into Practice

Ensuring that training is embedded into practice is an important role of all agencies and managers. The NSCP have produced the following briefing for managers to assist in ensuring they are equipped in assisting practitioners to embed learning.

<http://www.northamptonshirescb.org.uk/about-northamptonshire-safeguarding-children-board/training/manager-guides/>

4.0 Process

Minimum Recommended Training for All Staff

As good practice guidance, the NSCP would recommend the following training is taken as a minimum. Our training pathway recognises that some organisations will provide single agency training and highlights which training the NSCP recommends is delivered in a multi-agency setting.

1. All of the children's workforce **must** undertake an **introductory** training course prior to further safeguarding training. Some agencies choose to provide this in house via single agency training, however for those who do not provide this training practitioners should take one of the following eLearning courses provided by the board.
 - An Introduction to Safeguarding Children (Staff working at Level 1)
 - Awareness of Child Abuse and Neglect (Staff working at Level 2 and above)

A refresher course on safeguarding at this level should be taken every 2 years.

The NSCP recommends the following 2 courses are taken in a multi-agency setting, all other training is at the discretion of partner agencies and practitioners should discuss any training requirements with their manager.

Working Together

The Working Together course is delivered face to face this should be accessed via the multi-agency NSCP training programme. This training course aims to explore the strengths and tensions of inter-agency working and focuses positively on the multi-agency approach to service provision and protecting children. Participants will reflect on how our personal and professional experiences and values may influence our approach to protecting children. The course also covers confidentiality and consent issues involved in communicating across agencies, and look at the range of interventions available to provide support to and protect children and support their families.

Thresholds & Pathways

The thresholds course is delivered face to face. The course takes delegates through Northamptonshire's Thresholds and Pathways Guidance – providing information on early help, targeted support, prevention and statutory services for everyone working with children and families.

Evaluation of Single Agency Training

How does the NSCP ensure single agency training is of good quality?

The NSCP has specific responsibility to ensure that there is sufficient quality single agency training on safeguarding children available.

A large number of organisations across Northamptonshire work directly with children or may have indirect contact through their work with the adults in the family. In order to monitor the whole of the children's workforce the NSCP has a number of different processes to evaluate and monitor both the quality of single agency training and the number of staff being trained.

Training Return

Since 2016-17 The Learning and Development Group have conducted an Annual Training Return requesting partner agencies to submit the details of the number of participants trained in all aspects of Safeguarding Children including 'Introduction to Safeguarding' and advanced safeguarding courses delivered through the single agency route. This data has been used to demonstrate the level of single agency training taking place within partner's organisations and inform the NSCP training programme. The NSCP will continue to request this data on an annual basis through its Section 11 audit process.

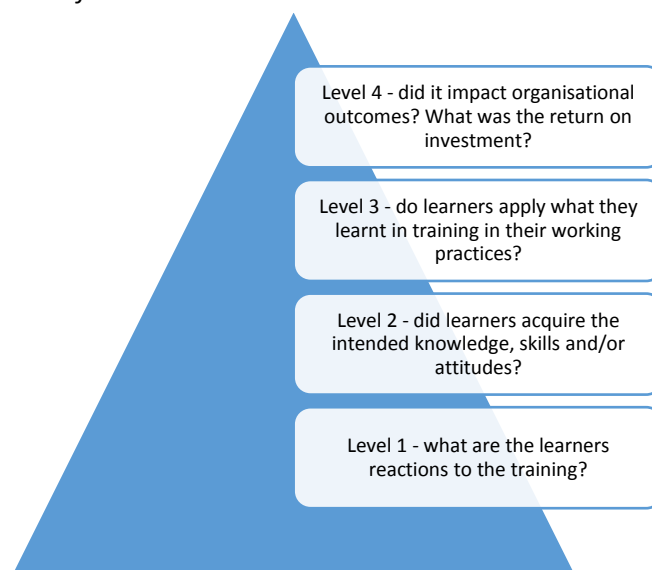
Evaluation of Multi Agency Training and Measuring Impact of NSCP Training

The effectiveness of multi-agency learning and development activities and facilitation will be continuously monitored and feedback provided in the quarterly and annual performance reports.

The evaluation strategy will focus on the following key objectives:

- Continuous Improvement – the information gathered will be used to improve the quality of the training provided.
- Aligning to Strategic Aims – we will evaluate training to ensure we are equipping Northamptonshire's children's workforce with the right knowledge and skills to support them in their roles.
- Demonstrating Value – we will continue to consider the cost and benefits of training opportunities and ensure we are getting the maximum value for all training delivered.
- Improving Learning Transfer – evaluation results will give feedback about what is helping (and hindering) the transfer and embedding of learning back in the workplace, and will help make recommendations about how this can be improved.

The outcomes from training and other development activities will be measured and evaluated based on Kirkpatrick's *Four Levels of Evaluation* as shown below.



All multi-agency training is subject to rigorous evaluation that aims to measure the effectiveness of training. It is however widely recognised that measuring the impact of training, i.e. what actual changes to professional practice have occurred as a result of the training and has this made a demonstrable improvement in the outcomes for children and families, presents a significant challenge for all agencies. However the NSCP and all partner agencies will have arrangements in place that aim to contribute to impact measurement and will include:

- All agencies will ensure staff access and attend training and learning events appropriate to their role and the NSCP will monitor attendance by partner agency staff. Where the NSCP feel there are gaps in attendance this will be addressed through the Learning and Development Sub Group members;
- All training details will be available on the NSCP website and agency representatives will be given notice of the training by way of regular reminder and updates on the training programme communicated in a variety of ways including e-mails, newsletter articles, e-bulletins and tweets. All agencies will have mechanisms in place to effectively disseminate this information;
- All managers will support their staff to attend appropriate single and multi-agency training events;
- Learning and Development Group Members will alert the Business Office to emerging issues which may require a training response;
- All training events will have a focus on children and young people in order that outcomes will reflect the impact on improving the lives of children and their families;
- A variety of evaluation methods will be used in order to effectively measure the impact of training and identify changes in practice as a result of training, e.g. by way of action planning activity and follow-up back at the workplace after training;
- Courses will be modified in the light of participant feedback where appropriate, e.g. to ensure learning outcomes are effectively met or need revising in the light of new information;
- Measuring the increase in the use of support services and documents available to practitioners, e.g. CSE toolkit and assessment tool and neglect assessment tool.

The Evaluation Process

ELearning

Upon completion of an eLearning module learners are asked to complete an evaluation form asking a range of questions about course content and learning objectives, the use of eLearning and how easy the system was to use. A summary of these evaluations are presented to the Training and Development Group on a quarterly basis through a report compiled by the Virtual College. The Business Office will also monitor evaluations on a regular basis identifying any trends or feedback to enable improvements in the training offer available to be made.

3 months after completion learners are sent a request to log back into the e-learning system and complete an impact survey to assess how learners have used the knowledge gained from completing the course in practice. The response rate for these returns is monitored and reported through the Learning and Development Group.

Face to face training, NSCP Conferences and Learning Events

Delegates attending a face to face training course are required to complete an electronic evaluation by logging back into the booking system upon completion of the course before being able to download their certificate of attendance.

The data collected from these surveys will be used by the Business Office to complete a quarterly report presented to the Training and Development Group allowing the NSCP to evaluate course content and make any changes to content necessary.

The same approach for evaluations e-learning impact has been adopted for face to face training with practitioners logging back into the system 3 months after completing a course to complete a follow up survey that will be reported back to the Training and Development Group on a quarterly basis.

E Bulletins and Briefings

The NSCP will analyse the reach and use of Newsletters, E Bulletins and Briefings through the use of Google analysis to monitor the number of hits an article has on the website, links to training clicked and interaction on social media with tweets made by the NSCP regarding training. This information will be presented to the Training and Development Group to evaluate the effectiveness of this form of learning and inform future briefings.

The NSCP will also continue to use existing processes such as Section 11 audits to assess the impact of training and other workforce development methods. The NSCP is committed to ensuring that feedback on the results of training evaluation is shared with partners in a way that will contribute to the improvement of workforce learning & development and local practice.

To support assessing the impact of multiagency training the NSCP have produced the below document – *The Impact of Multi-Agency Training, Making a Difference in Practice*.

<http://www.northamptonshirescb.org.uk/about-northamptonshire-safeguarding-children-board/training/measuring-impact-learning/>