

Learning and Development Strategy
Training and Delivery Plan
April 2011-2014



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1 Introduction

The key aim of the Children's Trust is to deliver better outcomes for children and young people by getting different organisations to work effectively together. It recognises the importance of having a highly skilled workforce which continues to develop and meet the needs of the children and young people of Bradford.

The Bradford Safeguarding Children Board (BSCB) manage the delivery of inter-agency safeguarding training on behalf of the Children's Trust.

The overall purpose of this strategy is to provide the framework for safeguarding learning, development and training in Bradford District so that those working with children and families are appropriately skilled and competent.

2 Purpose of the Learning and Development Strategy

At the time of producing this strategy there is The Munro Review of Child Protection in progress, it is anticipated that there could be some changes to the statutory guidance in Working Together to Safeguard Children (2010). However this strategy is written with reference to the currently available guidance which states that the purpose of training for inter-agency work at both strategic and operational levels is to achieve better outcomes for children and young people by fostering:

- A shared understanding of the tasks, processes, principles and roles and responsibilities outlined in national guidance and local arrangements for safeguarding children and promoting their welfare.
- More effective and integrated services at strategic and individual case level.
- Improved communication and information sharing between professionals including a common understanding of key terms, definitions and thresholds for action.
- Effective working relationships, including an ability to work in multi-disciplinary groups or teams.
- Sound child-focused assessments and decision-making; and
- Learning from Serious Case Reviews (SCRs) and other processes such as serious incidents and reviews of child deaths.

This Learning and Development Strategy will provide the framework to meet these goals and support Bradford Safeguarding Children Board (BSCB) objectives. The strategy is intended to add value rather than replace workforce strategies in a wide range of partner organisations. This is a live document, it will respond to changes in national policy and expectations, and be refined and re-focused as a result of ongoing processes of monitoring and evaluation.

Training and development activities are a key priority in the Bradford Safeguarding Children Board Strategic Plan 2011 - 2014 which states as one of its, outputs that:

In partnership with the Childrens Trust the BSCB will ensure that quality assurance processes and agreed standards are adhered to in the provision of safeguarding training both single agency and inter-agency.

BSCB will deliver commission and promote effective training in safeguarding and welfare promotion for all staff and volunteers who work with children and families.

3 The Context for Safeguarding Training

National Agenda

Government guidance and legislation has had a profound impact on promoting welfare and safeguarding children. The aim of the Children Act 2004 is to maintain what works well in our work with children and families and to develop integrated services for children and young people.

Research undertaken in 2009 for the Department of Children, School and Families and the Department of Health has shown that inter-agency training is "highly effective in helping professionals understand their respective roles and responsibilities, the procedures of each agency involved in safeguarding children and in developing a shared understanding of assessment and decision-making practices, further the opportunity to learn together is greatly valued; participants report increased confidence in working with colleagues from other agencies and greater mutual respect."

The Munro Review of Child protection Interim Report states that, "The LSCB has the key role in promoting and supporting learning" and goes on to suggest that this role should be strengthened in particular in relation to serious case reviews. (5.32)



National Competencies and Standards

National standards or competencies for the children's work force in relation to safeguarding children include:

- Induction Standards for Children's Services (CWDC)
- The Common Core of Skills and Knowledge for the Children's Workforce
- Safeguarding children and young people: roles and competencies for health care staff

These standards and competences have been embedded into the practice of work force development across different sectors of the children's workforce.

Another significant development for inter-agency training is the Common Assessment Framework (CAF) and related processes such as the Lead Professional and Information Sharing. The CAF is a shared assessment tool for use across all children's services.

It aims to help early identification of need and promote co-ordinated service provision. In Bradford we have a Threshold of Need and Service Responses a guide for people who work with or are involved with children, young people and their families. Its aim is to assist practitioners and managers in assessing and identifying a child's level of need, parent/carer factors, what type of services/resources may meet those needs and what processes to follow in moving from an assessment to a provision of services.

3 Local Context

The Role and Responsibilities of the Bradford Safeguarding Children Board

The Board members are senior managers in their agencies, and they are responsible for ensuring that their agencies co-operate to safeguard children and young people. They also aim to make sure that all children and young people who use their services are not only safe, but also achieve better outcomes so that they can enter adulthood successfully.

The core objectives of the BSCB are to co-ordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in Bradford and District; and to ensure the effectiveness of what the member organisations do individually and together.

This expanded responsibility for safeguarding children and young people is reflected in a wider and increased take-up of training and development activity. BSCB training has a key role to play in promoting local guidance, procedures and processes and in providing feedback from practitioners on what works well and what needs to improve in inter-agency work.

The BSCB has oversight of the quality and provision of single and interagency safeguarding children training. In order to meet this responsibility an annual audit of single agency training will be undertaken.

In addition the BSCB will set minimum standards which have to be met by all providers of single and inter-agency training.

Organisational Responsibility

“Employers are responsible for ensuring that their staff are competent and confident in carrying out their responsibilities for safeguarding and promoting children's and young people's welfare.”

1 Working Together to Safeguard Children 2010 P 113

They must facilitate the opportunities for their staff to participate in initial and continuous professional development.

They also need to provide opportunities for reflection on interagency learning and for enabling this to be disseminated and embedded into practice.

Personal and Professional Development

There is an expectation that workers and volunteers, at all levels and across all disciplines, in the children's workforce, recognise the need for continuing their development, updating their knowledge and skills. This may also be a requirement of an employer, professional body and / or association.



5 Bradford Safeguarding Children Board Training Structure

The Bradford Children's Trust Board have overall responsibility for achievement of the outcomes of the children and young people of Bradford

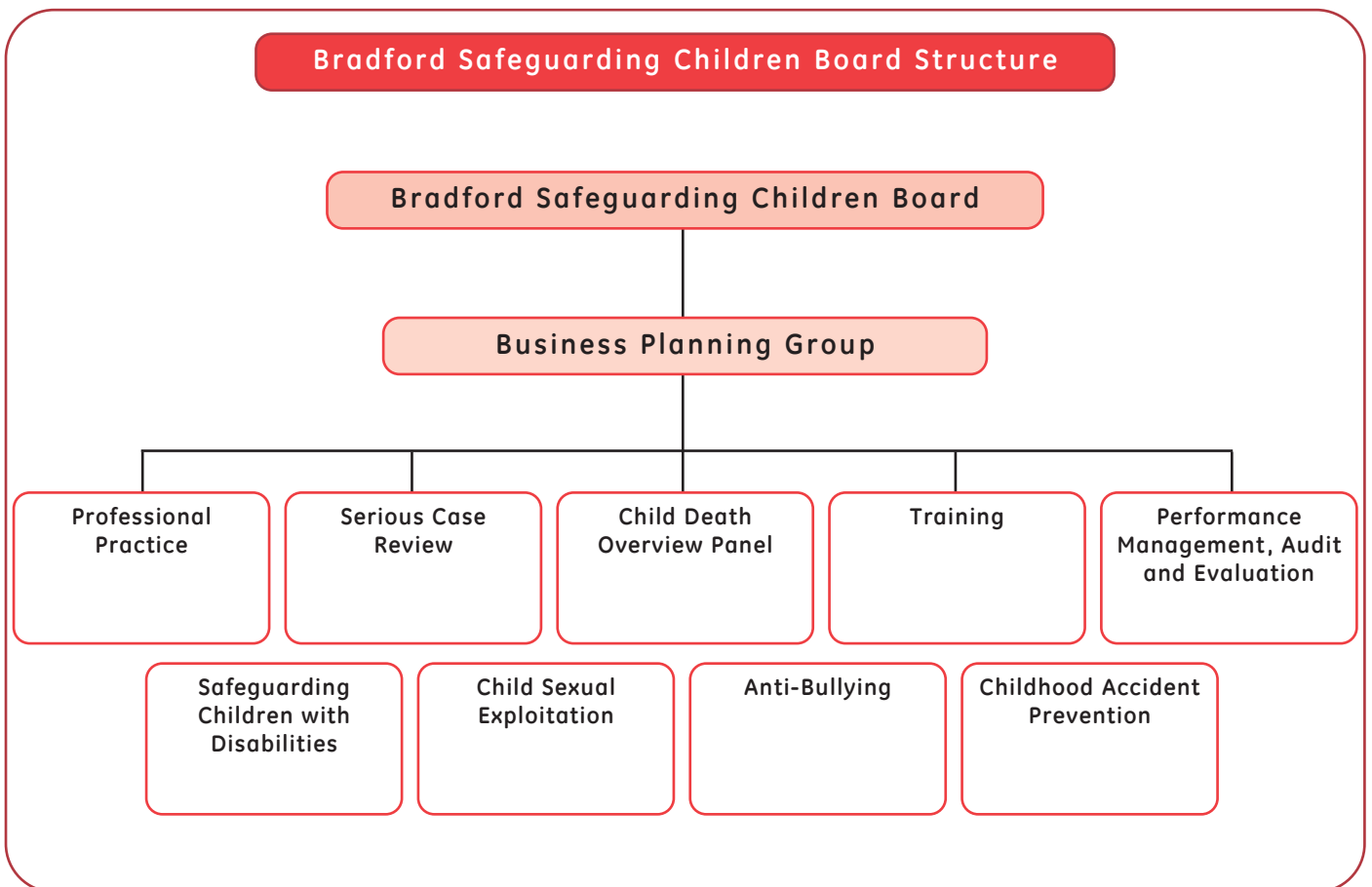
The Bradford Safeguarding Children Board (BSCB) has statutory responsibility for ensuring the effectiveness of what is done by each of its members, and the Children's Trust in order to safeguard and promote the welfare of children in the Bradford District. BSCB reports to the Children's Trust Board regarding the effectiveness of these arrangements.

The BSCB:

- Has a strategic overview of inter-agency training to promote and safeguard the welfare of children and appoints a Board member with lead responsibility for training.
- Appoints a training co-ordinator and an administrator to undertake the development and delivery of inter-agency training.
- Training Sub-Group support the training co-ordinator to carry out training responsibilities on its behalf.

BSCB members designate a professional with delegated responsibility from their organisation to sit on the Training Sub-Group.

Where necessary the Board will challenge and hold agencies to account for their training provision.



Role and Responsibilities of the Training Sub-Group

The Training Sub-Group Terms of Reference are to:

- ensure the delivery of accessible inter-agency training, which compliments the training available to the staff in single agency or professional settings
- support the principles of working together and create an ethos which values collaborative working with other professionals
- ensure the training delivered respects diversity, is child centred, promoting partnerships with children and families, and recognises families' strengths in responding to the needs of their children
- ensure that the training delivered and commissioned is of a consistently high standard and is evaluated
- ensure that training is accessible and relevant to the Bradford Children's Workforce using all appropriate delivery methods
- contribute to and work to the BSCB business plan and annual report
- ensure that links are made to the Bradford Children's Workforce Strategy and district developments
- report to the BSCB on a bi-monthly basis

Training Sub-Group members will:

- contribute to the development and design of the annual training programme
- provide the Training Co-ordinator and other sub group members with details of their single agency training
- facilitate completion of the annual training audit for their organisation
- identify where there are gaps in training provision
- ensure the annual training programme is made available to relevant staff/volunteers in their agency
- analyse the evaluation of the training provided and making recommendations about course content and/or organisation
- assist with the delivery of the training programme where this is relevant / appropriate
- review progress made towards the business plan objectives
- attend bi-monthly meetings



6 Identification of Training Needs

Training Needs Analysis

Training Need Analysis has a critical role in planning the use of available training and development resources. There are a number of ways in which the Training Sub-Group are informed of training needs namely through:

- Serious Case Reviews and other serious incidents
- Evaluation of current provision
- Information from the district wide workforce audits
- Findings from regulatory inspection activity and relevant single and multi-agency audits

Individual Service Needs Requests

Individual services may identify the need for specialist training which can either be developed on a single agency basis or with the agreement of the Training Sub-Group be incorporated into the BSCB Annual Training Plan if it meets the needs of a multi-agency staff group.

Definition of Single Agency and Multi-Agency Training

Definition of single agency and multi-agency training as clarified in Working Together 2010 (p112)

- "Training for inter- and multi-agency work means training and education that equips people to work effectively with those from other agencies to safeguard and promote the welfare of children. This training typically takes place in two ways:
 - Single agency training, which is carried out by a particular agency for its own staff: and;
 - Inter- (or multi) agency training, which is for employees of different agencies who either work together formally or come together for training or development"



7 Training Standards

The BSCB has a role in having an oversight of both single agency and multi-agency safeguarding children training. The training standards have been agreed by the BSCB and are based on relevant legislation and statutory guidance. The standards will be monitored on behalf of the BSCB through the Training Sub Group.

All aspects of training will be based on the following principles:

- Child-centred
- Rooted in child development
- Focused on the outcomes for children
- Holistic approach
- Ensuring equality of opportunity
- Involving children and families
- Informed by evidence
- Multi/inter-agency in approach

Minimum standards have been developed to ensure both single agency and multi agency training is compliant with BSCB requirements. Standards are presented in Appendix 1 (p16/17)

7 Training Evaluation

The effectiveness of inter-agency training and development and its facilitation is continuously monitored and feedback to the BSCB Training Sub-Group through a number of activities/processes:

- standardised written evaluation by individual participants at the end of each training event
- collation of the individual response to provide both quantitative and qualitative data which is shared with the trainers and members of the training Sub-Group
- completion of written evaluation by the trainers to inform the review and the development of each course
- an overview of all evaluations is produced on a regular basis and reported to the Training Sub-Group
- observation and attendance at a sample of courses by the Training Co-ordinator and/or other Training Sub-Group members

As part of ongoing quality assurance it is important to take the evaluation process beyond "reaction" to an appreciation of how the training has impacted on "learning" and/or "performance" and there is, therefore a need to gather more detailed information from participants and their managers.

A more in depth evaluation process which attempts to identify the impact of training on practice and outcomes for children is currently being developed. The BSCB is working in partnership with the University of Bradford to establish a method of evaluation which can be embedded into the evaluation of training cycle.

9 National and Regional Links

The Safeguarding Children e-Academy

Bradford Safeguarding Children Board was instrumental in the development of the Safeguarding Children e-Academy in partnership with Virtual College and 13 other Local Safeguarding Children Boards. The Safeguarding Children e-Academy develops online training in aspects of safeguarding for staff and volunteers who work with children and young people.

The membership has expanded to include over 70 LSCBs from across the country. The Training Co-ordinator represents the BSCB at the Advisory Group of the Safeguarding Children e-Academy. Through this membership the BSCB are able to support and influence the development of the Safeguarding Children e-Academy and in particular identify new provision and quality assure current courses.

Yorkshire and Humber Local Safeguarding Children Board Trainers Network

Terms of Reference and Remit

The Local Safeguarding Children Board Trainers Network is intended to help improve the consistency and continuity of safeguarding training/arrangements across the Yorkshire and Humber region. The network will contribute to achieving this by facilitating Local Safeguarding Children Board Trainers working in partnership in order to:

- Agree a shared perspective on training issues
- Sharing good practice
- Identify and find solutions to, local and regional areas of development

The benefit of this type of network has been recognised by others including John Carpenter:

"[Inter-agency safeguarding children] ...courses are led by enthusiastic, skilled and experienced trainers using participative educational models. Trainers need more recognition and initial and ongoing support..."

John Carpenter et al, Outcomes of Inter-agency Training 2009

Membership

The network comprises of Safeguarding Children Board Trainers from all 15 LSCB areas in Yorkshire and the Humber region (or those who have responsibility for co-ordination of multi-agency safeguarding children training in their authority in recognition that in some areas this role does not sit under the Board).



10 Multi-Agency Training Delivery Plan

Multi-Agency Safeguarding Training

It is the aim of the BSCB to provide quality training in a safe and reflective environment and offer opportunities for all participants to support their own personal and professional development.

Multi-agency training enables staff to work effectively both within their own agency and across organisational boundaries. Training people together can make a significant contribution to building mutually respectful and trusting relationships, which form the foundation of any partnership working.

The BSCB Training Programme aims to increase participants' knowledge and skills in the field of safeguarding children in order to provide high quality services and improve outcomes for children, young people and their families and carers.

In order to meet the differing levels of training needs across the range of agencies and staff roles, the courses are targeted according to the level of contact with children and families and level of responsibility for safeguarding children and / or the responsibility for staff undertaking roles which involve safeguarding children.

Each member agency has a Training Sub-Group Representative whose role is to co-ordinate and prioritise safeguarding training according to need in their agency. The BSCB Training Co-ordinator will assist with prioritising training for agencies if they do not have a Training Sub-Group Representative.

Common Core of Skills and Knowledge

Common Core of Skills and Knowledge for the Children's Workforce sets out the basic skills and knowledge needed by people (including volunteers) whose work brings them into regular contact with children, young people and families. It will enable multi-disciplinary teams to work together more effectively in the interests of the child. The skills and knowledge are described under six main headings:

- Effective communication and engagement with children, young people and families
- Child and young person development
- Safeguarding and promoting the welfare of the child
- Supporting transitions
- Multi-agency working
- Sharing Information

BSCB courses have regard for the Common Core and they all have a focus on Safeguarding and promoting the welfare of the child.

The extent to which each of the other skills and/or knowledge is covered varies according to the topic.

Target Audiences

The Multi-Agency Training Delivery Plan developed by BSCB is targeted at all workers and volunteers from statutory, voluntary and independent agencies and organisations in the Bradford District. These will either be providing services direct to children and their families or providing services for adult clients - who may also be parents or carers of dependant children.

The guidance in Working Together to Safeguard Children (2010) describes the different target groups in terms of their job role and level of responsibility for safeguarding children.

Target Groups for Safeguarding Children Training

Group 1

Those who have infrequent contact with children, young people and/or parents/carers who may become aware of possible abuse or neglect.

Group 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 use of Common Assessment Framework (CAF).

Group 3

Members of the workforce who work predominantly with children, young people and/or 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.

Group 4

Members of the workforce who have particular responsibilities in relation to undertaking section 47 enquiries, including professionals from health, education, police and children's social care; those who work with complex cases and social work staff responsible for co-ordinating assessments of children in need.

Group 5

Professional advisors, named and designated lead professionals.

Group 6

Operational managers at all levels including: practice supervisors; front line managers and managers of child protection units.

Group 7

Senior managers responsible for the strategic management of services; NHS board members.

Group 8

Members of the Local Safeguarding Children Board (LSCB) including: Board members, Independent Chair, Directors of Children's Services, Elected members, Lay members, Members of executive and sub/task groups, Business support team, Inter-agency trainers

The BSCB commissions and delivers a range of multi-agency courses which are suitable for the different target groups. A training matrix is available which indicates which target group and level the training is designed for.

This is updated each year and provided in the annual plan. It can be found at: www.bradford-scb.org.uk in the training section.

Each employer has a responsibility for defining pathways of recommended courses for their own staff.

It is advisable that staff discuss their specific training needs with a line manager to ensure they undertake courses which best meet their individual learning and development needs.

Other guidance for specific sectors

Health - Safeguarding Children and Young People : Roles and Competences for Healthcare Staff Intercollegiate Document, 2010. This provides additional guidance for specific roles in the health service.

Refresher Training

There is a requirement that all staff refresh their training on a regular basis. The minimum requirement is that training is refreshed every 3 years.

However some sectors and specific roles require more frequent updating. It is the responsibility of each organisation / sector to make this clear in their own workforce strategy.

Single Agency - Advanced

Some of the BSCB partner organisations will have training requirements specific to their profession or area of expertise which require more advanced single agency safeguarding training. These will be provided on a single agency basis.

Online Learning

The BSCB makes available on line a range of safeguarding courses. These include first level training for all staff through either the Introduction to Safeguarding Children or the Awareness of Child Abuse and Neglect.

There are also a number of topic based courses with particular relevance to staff working in the Bradford District.

Application to the online learning courses is via the training section of the BSCB website www.bradford-scb.org.uk

Organisations and individuals who are not members of the Bradford Safeguarding Children Board can also access the online courses. However a fee will be charged check with the BSCB Training Administrator for further information.

Developments

The Munro Review of Child Protection has specifically highlighted the role the LSCB should have in promoting ongoing learning in the field of safeguarding children.

The BSCB is committed to promoting learning in different ways.

In addition to an annual programme of multi-agency training courses it will provide a range of learning opportunities.

These will include a quarterly Inter-agency Professional Practice Forum, briefings and updates as required, coaching and mentoring for specific tasks such as writing Individual Management Reviews.

Schedule and Course Descriptions

The multi-agency courses are organised on an annual cycle. An annual Training Plan provides details of courses available each year. This is made available on the website. The BSCB website contains up to date information about each of the multi-agency training courses.

Detailed descriptions of current courses, the dates they will be run and training venues are on the website - www.bradford-scb.org.uk

This includes information about how to apply and details of the Training Representative for each organisation.

Application and Allocation of Places

Application is through the Training Representatives in each organisation. In order to ensure we have a representative and multi-agency participation at each course there is an allocation of places for each agency. The Training Representatives use these when allocating places to the staff in their organisation.

The confirmation of the place and venue details and any other important information, such as reading or pre course tasks are sent out two weeks prior to the course.

Cancellation/Non-attendance

The multi-agency courses are usually oversubscribed.

If after being allocated a place you are unable to attend please let your Training Representative know as soon as possible. They can allocate the place to someone else in your organisation or inform the BSCB Training Administrator who can allocate the place to someone on the waiting list.

At present we do not charge a fee for non-attendance. However this policy may change in the future.

12 Bibliography

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