



city & hackney
safeguarding
children board

Training Strategy

June 2017

Introduction

“Local Safeguarding Children Boards (LSCBs) should monitor and evaluate the effectiveness of training, including multi-agency training, for all professionals in the area. Training should cover how to identify and respond early to the needs of all vulnerable children, including: unborn children; babies; older children; young carers; disabled children; and those who are in secure settings”.

All the partners on the City and Hackney Safeguarding Children Board (CHSCB) want to make sure that everyone has the protection of vulnerable children and young people at the heart of what they do; and that they have the skills, knowledge and experience to deliver high quality safeguarding services.

Our aim is to ensure that safeguarding practice and the outcomes for children and young people are at least good, and that staff in every agency, at every level, know what they need to do to keep children protected, and communicate effectively to ensure this happens.

This CHSCB Training Strategy will:

- outline **the key principles** of multi-agency training
- define the **key responsibilities** of the partner agencies
- define the role of the **Training and Development Sub Group**, and
- set out the **framework** for multi-agency safeguarding training.

The implementation of this strategy will:

- ensure that those who work with children, young people and families – including managers, practitioners and volunteers – are appropriately skilled, competent and confident in carrying out their safeguarding responsibilities
- help build an effective workforce whose practice is underpinned by best practice.
- raise awareness and understanding of safeguarding issues across the City and Hackney.
- develop frontline practitioner expertise and provide a forum for sharing expertise
- contribute to shaping the learning culture of the CHSCB itself.

At the time of implementing this multi-agency training strategy the Government have agreed a new legislative framework in the form of The Children and Social work Act 2017. This new legislation requires new statutory guidance which is expected to be out for consultation in September 2017. As a result the CHSCB or its replacement arrangements will amend or replace this strategy in order to reflect any new requirements that are expected.

Statutory guidance and legislation namely the Children Acts 1989 and 2004 informs multi agency training at a local level. We also have a duty to respond to national and local research and priorities.

Key documents include:

- Lord Laming’s review (2009)
- Working Together to Safeguard Children 2010/2013 and 2015

- The Munro Review of Child Protection: Final Report A Child Centred System (May 2011)
- The Jay Report into Child Sexual Exploitation in Rotherham (August 2014)
- The Prevent Duty
- Safeguarding Children and Young People: roles and competences for health care staff Intercollegiate Document (2014)
- Keeping Children Safe in Education' - Statutory guidance for schools and colleges – July 2015
- 'Early Years Foundation Stage Statutory Framework – 2014
- National Competencies and Standards or Competencies for the children's workforce include:
 - Common Core Induction Standards (The Children, Young People and Families Workforce Development Council (CWDC) (now DfE)
 - Common Core of Skills and Knowledge for the Children's
- Multi-agency statutory guidance on female genital mutilation - 2016

Key Principles

- The CHSCB seeks to promote, deliver and assure training of a high standard, which is appropriate to the needs of staff across all agencies and sectors; enabling them to effectively promote the safeguarding of children.
- Individual agencies are responsible for ensuring that their staff are competent and confident to carry out their child protection responsibilities.
- Multi-agency training should complement the training available to staff in single agency or professional settings and should focus on the way in which those engaged in child welfare work effectively with others to meet the needs of children.
- Multi-agency training will support and encourage inter-agency working by enabling staff to develop behaviours, skills, and knowledge for greater inter-professional trust, dialogue and cooperation.
- Training should create an ethos which values working collaboratively with other professionals, respects diversity (including culture, race and disability), is child-centred, promotes partnership with children and families and recognises families' strengths in responding to the needs of children.

Responsibilities of Partner Agencies

All agencies are responsible for the organisation and delivery of basic/ introductory and refresher training for all relevant staff.

- Across the City and Hackney, the CHSCB takes responsibility for the delivery of a rolling programme of multi-agency training and events; employers are responsible for releasing staff to attend as appropriate.
- Agencies are required to identify a Safeguarding Training Lead who will attend the Training, Learning and Development Sub Group and will ensure that training issues are followed through within their organisation.

- Agencies are also required to commit resources to support multi-agency training: for example, by providing venues and staff who contribute to the planning, delivery and evaluation of training.
- The CHSCB is responsible for monitoring and quality assuring single agency training and ensuring it meets minimum quality standards.
- Employers must have training plans in place, and systems to record the attendance of their staff on safeguarding children training so that they can provide assurance that they are making the right provision and can provide monitoring evidence to the CHSCB when required.

Personal and Professional

- there is an expectation that paid staff and volunteers, at all levels, across all disciplines, are responsible for continuing their own professional development by updating their skills and knowledge in safeguarding and promoting the welfare of children and young people.

The Training, Learning and Development Sub Group

The Training, Learning and Development Sub Group is the primary mechanism for delivering the CHSCB Training Strategy and comprises of members who have an understanding of strategic training priorities within their own organisation. Its role is to:

- Ensure that the CHSCB Training Strategy, as agreed by the Board, is implemented effectively across all partner agencies so that all workers in contact with children/young people and/or their parents and carers receive appropriate training in Safeguarding children.
- Hold partners to account for the systems they have in place to ensure compliance in relation to staff training as part of s11 Children Act 2004; specifically:
 - 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;
 - Staff should be given a mandatory induction, which includes familiarisation with child protection responsibilities and procedures to be followed if anyone has concerns about a child's safety or welfare.
- To co-ordinate multi-agency child protection learning opportunities consistent with CHSCB Business Plan priorities. This includes the commissioning of the most effective resources and regular review and evaluation of training provision
- Oversee an effective quality assurance processes in order to ensure that the safeguarding children training provided by all member agencies meets agreed standards and positively impacts on front-line practice to improve outcomes.
- To carry out tasks as delegated by CHSCB and inform them of current training needs, trends, issues and practices within multi-agency training and development;

- To contribute to the CHSCB Annual Report by providing an overall evaluation of the effectiveness of training and its impact on practice within and across partner agencies.
- To ensure that the quality of both internal and externally commissioned trainers is appropriately assured;
- To ensure that the content of training courses draws on the learning from local and nationally commissioned case and serious case reviews and that training is an integral part of the City & Hackney Learning & Improvement Framework.
- Provide feedback to the CHSCB on areas requiring development or presenting challenge.
- Dynamically make changes in the light of any identified gaps in training or resulting from national and local findings of SCRs/CRs, research, new or revised legislation and guidance.

The CHSCB Training Framework

Training can only be effective if supported by an agency environment and culture that values learning and where there is a commitment to inter-agency collaboration.

A supportive framework needs to include:

- Clear mandate from senior leaders and managers to improve practice and prioritise CHSCB safeguarding training.
- A training strategy which seeks to increase skills and knowledge across all partner agencies on key CHSCB priorities
- Resources to enable staff across all grades, including experienced staff and managers, to attend training events and opportunities to consolidate learning in the workplace
- Contribution to planning, resourcing, delivery and evaluation of training
- Policies, procedures and practice guidance which uphold these principles
- Analysis of training needs across the different agencies
- Opportunities for refresher training in line with expectations of continuous professional development

The basis of the Training Framework operates around 3 simple stages of:

- **Training Identification**
- **Training Delivery and;**
- **Monitoring and Evaluation of quality and impact**

Training Identification

Ensuring that relevant safeguarding training needs are identified is critical to the improvement of practice and safeguarding services across the City and Hackney. The Training, Learning and Development Sub Group of the CHSCB will ensure training needs are subject to dynamic review throughout the course of each year and individual agencies

will contribute to an **annual training needs analysis**, a summary of which will be included in the Training annual report.

In order to assist with the identification of training and development needs, particular groups will be targeted for training based on their level of contact with children and/or parents/carers and their levels of responsibility. The target groups include members of statutory, independent and voluntary and community organisations as follows:

- **Group A** training is for people who are in contact with or work regularly with children and young people and with their parents/carers
- **Group B** training is for people who work regularly with children and young people and adults who are parents/carers and may have particular responsibility for safeguarding children
- **Group C** training is for people who are operational managers in organisations employing staff to work with children and families or with responsibility for commissioning or delivering services.

The Training, Learning and Development Sub Group will identify training needs using Key Drivers:

- The CHSCB **Learning and Improvement Framework** will significantly influence the planning and commissioning of training through the identification of training needs from staff in the annual survey and participant and trainers course evaluations
- The core CP training, learning opportunities will be based on lessons arising from serious case reviews, case reviews, auditing, the defined experiences of children and young people and other practice issues identified through CHSCB activity.
- National policy initiatives, emerging areas of practice and where appropriate will link to other boards and the work of the Pan - London Safeguarding Children Board and its Training Sub Group.
- Working Together to Safeguard Children 2015 and Competence Still Matters 2014
- Safeguarding Children and Young People: roles and competences for health care staff Intercollegiate Document (2014)
- CHSCB Business Plan 2017--2019
- Agencies inspection improvement plans

The CHSCB will be clear about its **target areas for training delivery** and these will be reflected in a yearly refresh of this strategy to coincide with the business planning process.

Following a review of needs and aligned with the CHSCB Business plan priorities the Training and development sub group identified and agreed the 2017 - 2019 target areas for training would include:

- Domestic violence
- Neglect
- FGM

- Vulnerable Adolescents
- Radicalisation – preventing extremism
- Early Help
- Safeguarding in the context of technology and social media
- Special Educational Needs and Disabilities
- Safer Workforce

In addition the training programme would also include any relevant themes that arose from the current and past local reviews including Child M completed in 2017.

Training Delivery

The learning opportunities offered by the CHSCB are designed to meet the diverse needs of staff at different levels - within the wide range of organisations that work with children or adult family members.

They address generic skills around recognition and response to possible abusive situations, while focussing in addition on areas of practice prioritised by the Board at any given time. Learning from local and national case reviews is always fully integrated in course material. Attendance at these multi-agency courses is also designed to facilitate networking, partnership working and the building of professional trust across the safeguarding system

Training delivery should be underpinned by the following principles

- All training is child focussed so that the voice of the child and the child's welfare remain paramount
- Training will be delivered by trainers who are knowledgeable about safeguarding, child protection and promoting welfare. When delivering on complex areas, trainers will have relevant specialist skills and knowledge
- Training will be delivered by trainers who hold a training qualification and/or be a professional with identified relevant experience.
- Training will be evidenced based and informed by current research, lessons from serious case reviews and child deaths and national and local policy and practice developments
- All Training will be reviewed and evaluated to ensure that it meets the agreed learning outcomes and has a positive impact on practice
- Training will be compliant with Competence Still Matters 2014 and Safeguarding Children and Young People: roles and competences for health care staff Intercollegiate Document (2014)

Timeframes for Training

To ensure staff are equipped to meet their safeguarding responsibility it is strongly recommended that workers are required to complete training within the following timeframes:

Induction (in which staff are familiarised with their responsibilities and their employers policies and procedures in respect of Safeguarding Children, Young People and Vulnerable Adults):

Within one month of joining an organisation.

Group A:

Within three months of starting in a job or role where child protection training is required

Group B

Within six months of starting in a job or role where targeted child protection training is required.

Group C:

Within 12 months of taking up a post where specialist training is required.

Further Training / Professional Development:

As and when identified by professionals and their employers/regulatory body

The CHSCB endorses that any designated safeguarding lead and any deputies should undergo training to provide them with the knowledge and skills required to carry out the role. The training should be updated **every two years**.

In addition to designated safeguarding leads training, their knowledge and skills should be updated, (for example via e-bulletins, meeting other designated safeguarding leads, or taking time to read and digest safeguarding developments), at regular intervals, but at least annually, to keep up with any developments relevant to their role.

CHSCB Training Programme

The CHSCB provides a comprehensive core programme of multi-agency training covering a range of issues. The CHSCB training programme is designed to supplement safeguarding training within organisations and to address the importance of practitioners working effectively and collaboratively across organisations.

The courses within the programme are designed to assist professionals to develop the knowledge, skills and attitudes that they need in order to contribute positively to multi-agency working and to achieve better outcomes for children and young people.

Recognising the pressure of the day to day practice on front line staff, a variety of training and awareness-raising methods are also employed by the CHSCB to maximise attendance;. These range from providing **lunchtime seminars** to **e-learning**, enabling staff to “power-learn” when time is tight. The CHSCB also hosts an **Annual Conference** that engages the wider professional network to deliver key safeguarding messages and learning.

The Training, Learning and Development Sub Group reviews new ways of delivering learning and implements these as required. All training is subject to rigorous monitoring and evaluation processes as set out below
Details of all courses including aims and learning outcomes are available at:
<http://www.chscb.org.uk/training-calendar/>

Monitoring and Evaluation of quality and impact

*“In order to fulfil its statutory function under regulation 5 the LSCB should...:
...monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.”
Working Together 2015 Page 67*

Measuring the impact of training needs to focus beyond the metric and ask what actual changes to professional practice have occurred as a result of the training and has this made a demonstrable improvement in outcomes for children and families?

All **single and multi-agency training** must be subject to rigorous evaluation that aims to measure the effectiveness of training and its direct impact on practice and improved outcomes.

To evaluate the effectiveness of multi-agency training

- Participants reflect on their learning needs before attending a course through a pre course question completed on application to attend the course.
- Participants complete a post course evaluation to ensure the learning outcomes for each course are met and reflected evidence based 'best practice' that keeps the training 'child centred'
- Participants are contacted 6-8 weeks after the course and asked to complete a short on line evaluation form
- For all courses 8-12 weeks after the course a random selection of participants and their line managers are contacted for a telephone conversation on the impact of the participants confidence, knowledge and practice.
- All evaluations are reviewed the CHSCB Manger and findings shared with the Training, Learning and Development Sub Group to ensure the evaluations inform the planning and development of future training.

Success criteria of the CHSCB Training Strategy will be measured as:

- Compliant and CHSCB audited Section 11 returns evidence agencies are delivering appropriate single agency safeguarding training for their staff.
- Increased number and multi agency mix of practitioners attending training and development opportunities appropriate to their role
- Programmes run at full capacity with learning outcomes that are multi agency in focus.
- Positive evaluations from delegates and follow-up evaluations evidencing impact on practice and outcomes.
- Practice and positive outcomes for children and young people are evidenced through the Learning and Improvement Framework – with auditing / case reviews helping judge the impact of training via the quality of practice subject to review.

The CHSCB and all partner agencies will have arrangements in place that contribute to impact measurement and will include:

- All training events will have a primary focus on children and young people as well as “Think Family” in order that outcomes will reflect the impact on improving the lives of children and their families
- All agencies will ensure staff attend training and learning events appropriate to their role and the CHSCB will monitor attendance by partner agency staff.
- All training event details will be available on the CHSCB website and agency representatives will be given notice of training by way of regular reminders and updates on the training programme available. All agencies will have mechanisms in place to effectively disseminate this information.
- A clear CHSCB process to effectively measure the impact of training on knowledge, confidence levels, practice and improved outcomes.
- Courses will be modified in the light of participant feedback, evaluation and identified training needs arising from the learning and Improvement framework.
- A trainer’s forum is established that provides face to face and virtual support to all partner agency trainers who deliver training on behalf of the CHSCB and provides an opportunity to share good practice.

This strategy will be reviewed annually to revise and amend as required.

Approved by:	City & Hackney Safeguarding Children Board
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Available:	www.chscb.org.uk