



Learning & Development Strategy

REVIEW SHEET

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MASA Signed Off	
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1. Introduction

1.1. The Sandwell Multi Agency Safeguarding Arrangement (MASA) has a statutory responsibility to ensure that appropriate training on safeguarding and promoting welfare for children and young people is provided in Sandwell in order to meet local needs.

1.2. This covers both the training provided by single agencies to their own staff, and multi-agency training where staff from different agencies train together in line with statutory guidance: Working Together to Safeguard Children 2018.

2. Purpose

2.1. The purpose of this strategy is to provide a framework for safeguarding training in Sandwell to ensure that staff and volunteers working with children, young people and/or adults who are parents/carers are competent and confident to carry out their responsibilities for safeguarding and promoting the welfare of children.

2.2. The strategy describes how multi-agency training will be provided to enable staff and volunteers to work effectively across boundaries and organisations in order to safeguard children and young people.

2.3. The strategy also sets out how the MASA will fulfil its requirements to monitor single agency training.

2.4. These requirements will be delegated to the MASA Learning and Development sub-group who will report to the MASA on a quarterly basis and provide an annual update to be included in the MASA annual report.

3. Principles of the MASA Training Strategy

3.1. This training strategy of the MASA is based upon the following principles that will underpin all training events to ensure that:

- all training is child focussed so that the voice of the child and the child's welfare remains paramount but will incorporate a whole family approach
- training will be delivered by trainers who are knowledgeable about safeguarding, child protection and promoting welfare
- trainers will have relevant specialist skills and knowledge when delivering on complex areas
- all Sandwell training will be delivered by trainers who have qualifications and/or significant experience in delivering training programmes to adults
- training will be informed by current research, lessons from serious case reviews, child deaths, national and local policy and practice developments
- training will be underpinned by the values contained within WT18
- training will be regularly reviewed and evaluated to ensure that it meets the agreed learning outcomes and has a positive impact on practice

- training will be evaluated under 3 dimensions: evaluation of the course, impact on practice and audit of practice/impact on the service delivered to children and their families
- training respects diversity and is inclusive of the wide range of individuals and organisations that have responsibility for safeguarding and promoting the well-being of children

3.2. The strategy has been informed by:

- Working Together to Safeguard Children 2015 (WT18)
- Children Act 1989, 2004
- Every Child Matters – Change for Children (2004)
- Common Core of Skills and Knowledge for the Children’s Workforce (2010)
- Safeguarding Children and Young People: Roles and Competencies for Health Care Staff (Intercollegiate Document 2014)
- Sustaining Quality: Standards for Inter-Agency child Protection Training and Development (PIAT 2003)
- Serious Crimes Act (2015)
- MASA Improvement Plan
- Learning from Serious Case Reviews
- Learning from IMR's
- Learning from Domestic Homicide Reviews
- Information Sharing Guidance
- Children and Social Worker Act 2017

4. Training and Development Needs

4.1. In order to assist with the identification of training and development needs, WT18 outlines particular ‘target groups’ 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, Sandwell MASA defines the groups as follows:

Group 1: Infrequent contact with children, young people and families

Group 2: Regular contact, or period of intense but irregular contact, with children, young people and families

Group 3: Works predominately with children, young people and families and involved in assessing, planning, intervening and reviewing children and young people’s needs and parenting capacity

Group 4: Specialist role with responsibility for conducting s47 enquiries or working with complex cases

Group 5: Professional advisors, named or designated lead

Group 6: Supervisor or manager of groups 1-4 above (including recruitment of staff to above groups)

Group 7: Senior Manager, governor or Board member etc

4.2. It is expected that organisations train their staff who are in target groups 1 & 2 within their organisation by induction and single agency training – see section 5.

4.3. For staff in target groups 3, 4, 5, 6 & 7, WT18 states that staff training should also be facilitated via attending MASA multi-agency training – see section 6.

5. Single Agency Training

5.1. In line with requirements under section 11 of the Children Act 2004 to safeguard and promote the welfare of children, all agencies should have systems in place to identify the training needs of their employees. Agencies should also have systems in place to identify any reasons for workers not completing training courses.

5.2. WT18 states that 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. The MASA has quality assured a number of training providers to ensure they meet minimum standards to deliver safeguarding training to single agencies. The list of providers is available on request from the MASA.

5.3. All agencies should compile information on the single agency training staff have undertaken so that they can provide clear evidence to the MASA on a regular basis of the numbers of employees who have/have not completed the single agency training requirements the agency has identified for its employees.

5.4. Also, as part of the MASA's quality assurance process (see section 12 for further details), partner agencies of the MASA will be requested to provide *details of what single agency safeguarding training is being provided within their organisation. This should include:

- outline of respective courses
- how the agency evaluates their single agency training
- numbers and percentage of staff who have completed relevant training
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* Please note that related training information will also be requested as part of section 11 audits undertaken separately by the MASA.

6. Multi-agency Training

6.1. The MASA is responsible for developing policies for safeguarding and promoting the welfare of children in the area of the authority, in relation to multi-agency training of people working with children, or in services affecting the safety and welfare of children. This includes training in relation to child death review processes and serious case reviews.

6.2. The purpose of multi-agency training, 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, roles and responsibilities outlined in national guidance and local arrangements for safeguarding children and promoting their welfare
- more effective and integrated services at both the 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 multidisciplinary groups or teams
- sound child-focused assessments and decision-making; Learning from Serious Case Reviews (SCRs), reviews of child deaths, Domestic Homicide Reviews and IMR's

6.3. In addition, multi-agency training should help those practitioners working with children, young people and/or their parents/carers achieve the following:

- effective collaboration with colleagues across organisational boundaries
- understanding of one another's roles and responsibilities
- knowledge of what services are available locally for children and families
- share knowledge and expertise
- understanding of how different agencies operate
- recognition of the value of multi-disciplinary working in safeguarding
- promoting the welfare of children

7. Learning and Development sub-group

7.1. The L&D sub-group is responsible, on behalf of the MASA, for ensuring that both single and multi-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training. The terms of reference is attached as an appendix.

7.2. The MASA L & D sub-group will provide information to the MASA regarding training provision and the costs of the multi-agency training programme on an agreed timescale. This will indicate:

- multi-agency courses offered
- number of places available on each multi-agency course
- number of applicants/participants to multi-agency courses
- agency background of applicants/participants
- number of participants who successfully completed multi-agency courses
- number of non-attendance on each course and income generated through non-attendance charging
- costs of commissioning independent trainers for each multi-agency course provided by the MASA
- costs of training venues and refreshments for each multi-agency course provided by the MASA

- course evaluations, including impact evaluations to inform course development

8. MASA Members' Responsibility as Employers

8.1. Individual agencies are responsible for ensuring that their staff are competent and confident in carrying out their responsibilities for safeguarding and promoting the welfare of children.

8.2. Employers should ensure that their employees are aware of how to recognise and respond to safeguarding concerns, including signs of possible maltreatment. Employers should ensure that employees undertake single agency child protection training before they attend multi-agency training.

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

- providing staff with relevant expertise to support the MASA by delivering training and/or contributing to the work of the L&D subgroup
- releasing staff to attend the appropriate multi-agency training courses
- ensuring that members of staff receive relevant single agency training which enables them to maximise the learning derived from multi-agency training, and have opportunities to put their learning into practice
- contributing to the planning, resourcing, delivery and evaluation of training

9. Role of Employees Regarding their Professional Development

9.1. Employees also have responsibilities as below:

- to maintain and improve their professional knowledge and competence
- to identify their own learning and development needs
- to access the training provided
- to keep a record of training attended
- to download and retain attendance certificates following successful completion of training

10. Role of the MASA Training Pool

10.1. Multi-agency training should be delivered by practitioners who are knowledgeable about safeguarding and promoting the welfare of children and who have completed a train the trainers programme.

10.2. Consistent with this, the MASA will develop and maintain a pool of experienced practitioners from a range of member agencies who will deliver the training courses outlined in the MASA training catalogue.

10.3. In order to maintain a sufficient amount of trainers in the Pool, a “Train the Trainer” course will be offered to all those wanting to join the Training Pool and become a facilitator. Training Pool members will; visit the MASH at SMBC and be familiar with the

content of Sandwell/Black Country referral pathways, observe courses before delivering them and all courses will be co-delivered, so that less experienced trainers are mentored by more experienced ones and thereby maintain standards of delivery.

10.4. Trainers with specialist skills and knowledge will be commissioned to support the delivery of the programme as necessary.

10.5. MASA Member organisations will support the training programme by releasing Pool members from their usual place of work for a minimum of six days per year. This will enable Pool members to:

- deliver the equivalent of three days of training
- attend quarterly Training Pool meetings (maximum two hours per meeting)

11. Quality Assurance Process

11.1 Through the Learning and Development sub group, the MASA is required to evaluate the quality of both single and multi-agency training, ensuring that it is provided within individual organisations, and checking that training is reaching all relevant staff.

11.2 Single agency training - whilst single agency training is the responsibility of the particular agency and is carried out by the agency for its own staff, it is important that certain standards are adhered to. Therefore, a set of minimum standards, at appendix ii, have been agreed by the MASA L&D sub group for individual agencies to use as a check list.

11.3 In addition, the MASA L&D sub group will request that agencies complete and return the training audit appendix iii so that the MASA can gain a better understanding of the single agency training available to staff and the impact that this is having on practice.

11.4 Multi-agency training - measuring the quality and effectiveness of training will be done at various stages, detailed in four stages below.

Stage One: Training Pool Team Development Programme

The MASA is keen to promote high quality training, and greatly values the contributions of all trainers drawn from local agencies. Consequently, as set out in section 12 above, all practitioners delivering MASA training are expected to attend a one day Train the Trainer course, update their knowledge and skills and attend quarterly Training Pool meetings.

Trainers will receive up to date training materials which have been regularly reviewed to incorporate recent research, findings from training evaluation, local and national guidance, lessons learnt from serious case reviews and government reports. They must also have the opportunity to practise and develop their skills and confidence in delivering training.

External specialist trainers will be required to attend the 'Lead Tutor's' meetings – bi annual review workshop's to receive and give feedback on courses, receive up to date

training materials which have been regularly reviewed to incorporate recent research, findings from training evaluation, local and national guidance, lessons learnt from serious case reviews and government reports.

Stages 2 & 3 Monitoring and Evaluation of Training

Appropriate evaluation of learning is critical to ensure that the training provided is the most suitable and of an excellent standard. Evaluation will take place at 3 levels:

- **Initial Evaluation:** is concerned with the standard and quality of the training in terms of content and delivery and the relevance of the training to learners' roles.
- **Impact Follow Up:** is concerned with the impact of the training in the workplace, particularly on individual or team behaviour. Evaluation at this level measures knowledge acquired, concepts and values understood, skills gained or improved, attitudes changed, or a mixture of all, which leads to changed practice in the workplace.
- Audit activity is undertaken that evidences the difference made to practice and service delivered to the child and their family.

Initial evaluation will be undertaken at the end of each training course and each learner will be asked to complete an evaluation form. Follow up evaluation of impact will be carried out between 3-6 months after the training. All learners will be invited to complete further evaluation via an online survey, a dip sample of learners and their line managers will also be contacted via telephone/email to complete an evaluation form which will look for evidence of effects on working practice.

Stage 4 Evaluation Report

All evaluations will be collated and analysed and a report of the key findings will be presented to the MASA Learning and Development sub group. A Quarterly report will also be submitted to the Board for review. The findings from the evaluation process will be used to inform the review of the training materials (which will be amended if necessary) and to feedback to the pool of trainers.



Appendix i

MASA Learning and Development Sub Group

Terms of Reference

Chair: Lisa Harvey

Vice Chair: Jan Wakefield

Purpose

MASA's role and responsibilities with regarding to training is discharged through its learning and development sub group.

MASA L&D Sub Group, commission's and delivers multi-agency training to complement single agency training and support partner agencies in meeting their statutory responsibilities with regards to safeguarding training.

Function

- Review the MASA's training policy and oversee its dissemination, implementation and evaluation
- Issue guidance on the training pathway for the local workforce working with children and families
- Recommend to the board a multi-agency safeguarding training programme which is informed by an annual training needs analysis.

Accountability and Reporting Arrangements

The Chair will be responsible for the provision of quarterly reports to the Executive detailing progress against the groups work plan and, in particular, highlighting any shortfall in addressing the Boards priorities for that year.

The Chair will also be responsible for the group's contribution to MASA's annual report and for the submission of that contribution with the timescale established by the Board.

Membership

The Learning and Development group must be supported by a nominated representative from all partner agencies of MASA.

To ensure consistency in work and the effective functioning of this group each representative should nominate an appropriate replacement only in the event of a prolonged unavoidable member absence. A minimum attendance at meetings requirement of 80% is applied for designated officers to ensure the group can fulfil its function.

The Chair will advise the relevant agency members of MASA should their nomination to the group (or their named deputy) fail to attend two consecutive meetings. A record of all members attendance will be monitored and shared annually with MASA.

Job Role/Description for members

Members will be required to participate in the ongoing evaluation of the annual learning and development programme, to include professionals from partner organisations playing an active part in the Training Pool to lead and support learning events.

Frequency of Meetings

The Learning and Development group will meet six weekly. A review of the frequency of meetings will take place at the annual review of the L&D Sub Group in June of each year.

Record of Meetings

Ongoing administrative support will be available to the chair of the group.

- An attendance register to be completed for every meeting
- The Chair or their designated representative will be responsible for approving draft minutes and action sheets in advance of their distribution



Appendix ii

Sandwell Safeguarding Children Board Single Agency Training Minimum Standards

1. The organisation will have in place a current individual training strategy.
2. All training will have explicit aims and objectives outlined.
3. All training will be evaluated.
4. Training will be delivered in an environment conducive to learning.
5. At each training course, attendance will be recorded.
6. Training records will be kept up to date and be made available to the MASA, when required.
7. Training will reflect anti-oppressive, non-judgemental and anti-discriminatory practice.
8. Working Together 2015 is an essential feature of all training in safeguarding and promoting the welfare of children.
9. The training will equip staff for working with, communicating and sharing information with others.
10. The training covers: What is child abuse and neglect, the signs and indicators of abuse and neglect, normal child development, maintaining a child focus and how to report concerns.



Appendix iii

Sandwell Safeguarding Children Single Agency Training Evaluation Questionnaire for Safeguarding Children Training

In line with Working Together to Safeguard Children 2018, the MASA is required to review and evaluate the effectiveness of single agency training. To help facilitate this requirement, the MASA Learning and Development Sub-Group has devised this questionnaire.

We would be grateful if you could take some time to fill in the following questions regarding Safeguarding Children and Young People and Child Protection training courses available to staff in your own organisation. Your answers will help us to gain a better understanding of the training opportunities available to your staff to improve their safeguarding skills and knowledge, as well as what needs to be done to better support staff to meet their safeguarding roles and responsibilities.

PLEASE RETURN THIS QUESTIONNAIRE by email to: by

MASA Single Agency Training Audit 2017-18

Details of training courses within your organisation

Please use the table below to briefly list the specifics of any safeguarding/child protection training courses delivered in your organisation. Please add further rows to the table if needed.

Your Organisation:.....

No. employees in organisation:

Date form completed:.....

Person completing form:.....

Contact details:.....

Title of Safeguarding Training Course	Who is it delivered by? Are they internal or external providers?	No attended in last 12 months?	How frequently is it delivered?	By what means do you evaluate the training to ensure its effectiveness (in improving outcomes for children?)	How is the course content updated?	Do you use any MASA resources?