Wiltshire Safeguarding Children Board

Training Strategy

April 2015 -2017

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<th>Version</th>
<th>Date</th>
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<tr>
<td>Version 1</td>
<td>28.9.2015</td>
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<td>Version 2</td>
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<td>Final</td>
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1. **Introduction and context**

This strategy builds on the previous one and sets out the revised aims and outcomes in relation to the following aspects of the Terms of Reference of the Workforce Development Sub group:

- Responsibility for developing the training function of the WSCB, the programme of delivery and QA framework.
- To maintain an overview of and evaluate the effectiveness of both single agency and inter-agency training.

These statements reflect the guidance in *Working Together to Safeguard Children, 2015* which states that Local Safeguarding Children Boards should:

> “monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.”

The previous strategy set out a number of priorities and progress against these has been significant and includes:

- Establishing a clear modular training pathway and guidance ensuring more staff are receiving training appropriate to their role and responsibilities
- Extending the breadth of multi-agency learning opportunities thus further developing the skills and knowledge of the multi-agency workforce
- Providing high quality courses which have been consistently rated as good or excellent

Progress against the priorities is further detailed on page 3.

The strategy also links to the following key policies and strategies:

- WSCB Learning and Improvement Framework
- Working Together to Safeguard Children, 2015, HM Government
- Safeguarding Children and Young People: roles and competencies for health care staff, Intercollegiate Document 2014
- WSCB Business Plan 2015-2016
- Wiltshire Children’s Trust Children and Young People’s Plan 2012-2015
- Keeping Children Safe in Education 2015
- Safeguarding Children and Safer Recruitment in Education, 2007
- What to do if you’re worried a child is being abused or neglected 2015
- Children Act 1989 and 2004
- The children’s safeguarding performance information framework, 2015
2. Outcomes 2015-2017

The areas for development are focused on three key areas as outlined in the outcomes below:

**Outcome 1:** sufficient, high quality and relevant courses and other learning opportunities are available, including specialist courses supporting staff to:

- Understand their role and responsibility in relation to early help, safeguarding and child protection and the relationship between them
- Assess the needs of children, analyse information and understand risks in order to improve outcomes for children and young people

The WSCB now needs to extend the breadth of the training programme ensuring that learning opportunities are varied and relevant to both the local and national safeguarding agenda. Be able to respond flexibly

**Outcome 2:** The training programme has impacted on practice as evidenced through qualitative and quantitative data

How we measure impact on practice needs to be considered as part of course development; identifying performance indicators that can be triangulated with qualitative evidence from both delegates and their managers. A clear timetable for this will be established to ensure we can demonstrate that our learning opportunities make a difference to children and young people through improved practice.

**Outcome 3:** the WSCB has oversight of the provision and effectiveness of single agency training safeguarding and child protection training and will provide support to ensure this is high quality and fit for purpose.

The WSCB need to move from a demand rather than needs led training programme. Establishing a training needs analysis is key and this will also enable us to better assess whether partner agencies understand the training needs of their staff; vital to ensure that there is not over reliance on the multi-agency training programme. Responsibility for the training of staff sits clearly within partner agencies but the WSCB must have better oversight of the quality of this training to be assured that all professionals working with children and young people in Wiltshire have the appropriate skills and knowledge.

An outline Implementation Plan, identifying key actions, is provided in Appendix 1 and this will be further developed and monitored by the Workforce development Sub group.
### 3. Progress against previous priorities

The priorities were monitored through the Implementation Plan by the Workforce Development Sub group and progress against these is detailed in the table below.

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| **1. To ensure the delivery of multi-agency safeguarding training that is fit for purpose, of a high quality and impacts on practice** | The modular training pathway was established in September 2013 and is now well embedded. This has had significant impact on the right staff now attending the appropriate course for their role and responsibilities. Pre-requisites have also meant that staff now attend training with the required level of existing knowledge enabling the content to be pitched more appropriately.  
In addition to the revision of the established foundation and advanced child protection and safer recruitment course a number of other courses have been added to the training programme in the past two years:  
- CSE online  
- CSE 1 day course  
- Neglect  
- CAF in Practice  
- Early intervention and safeguarding  
- Conference and core groups  
A new domestic abuse course will be delivered from October 2015 and Children with disabilities from February 2016 in addition to other courses which are outlined in the implementation plan.  
A programme of Area Practice Fora has also been established to disseminate learning from both local and national case reviews. |
| **2. To provide clear guidance for all staff about what level of training is right for them** | The pathway sets out a modular approach to training which ensures that the publishing of the WSCB Multi-agency Training brochure is now embedded and there is more information provided on the WSCB website training page. The brochure includes clear information about pre-requisites adn  
A Safeguarding Training Coordinator will be identified within each agency or organisation. They will act as a single point of contact for training enquiries and will be responsible for managing applications for multi-agency training within their organisation. |
| **3. To provide clear standards for single agency safeguarding training, aligned with multi-agency training** | The WSCB published Minimum Standards for Single Agency training in January 2015. This provides guidance on what agencies as a minimum should be providing as part of child protection and safeguarding training. |
| **4. To embed a transparent quality assurance process** | A consistent process for the evaluation of all courses is now embedded and the online questionnaires are able to provide us with both qualitative and quantitative data; there is an average return rate of 76%. Quarterly reports are also embedded ensuring the ongoing monitoring of the quality of the courses by the Workforce Development Sub group; all courses have been consistently rated as of a high quality for the past two years with 95% of course being rated as good or excellent during 2014-2015. This reporting structure enables us to identify patterns of attendance and completion of courses by agencies and will support better targeting of agency attendance at training going forward. |
All courses are evaluated through an online questionnaire with an
In addition Conferences and Core Groups, Early intervention and Advanced
course have had further impact on practice questionnaires completed on them
with reports being produced. This is an area for development and will eb one of
the priorities for the new strategy.

The online questionnaire provides data on the following elements of Kirkpatrick’s
4 Levels of Training Evaluation (1994). These are as follows:

1. reaction of student - what they thought and felt about the training
2. learning - the resulting increase in knowledge or capability

Impact on practice has been measured on a number of courses through feedback
from both delegates and their managers 3 and 6 months after attending some
courses. However further work is now needed to ensure we can demonstrate
impact on the remaining elements:

3. behaviour - extent of behaviour and capability improvement and
   implementation/application
4. Results - the effects on the business or environment resulting from the
   trainee’s performance

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<th>5. To develop internal capacity to deliver training, including the development of a multi-agency pool of safeguarding trainers</th>
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<td>A new WSCB multi-agency Trainer came into post in March 2015 and an additional administrator for WSCB training in April 2015. Recruitment has been a protracted process due to the restructuring of Organisational Development within Wiltshire Council, under which some roles were initially managed. All of the WSCB roles not sit under the WSCB Manager and are fully funded by the board. This additional capacity will now enable the programme to be further extended and to coordinate a multi-agency Operational Training Group to quality assure and review training.</td>
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<th>6. To ensure the funding of training is understood, adhered to and sustainable</th>
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<td>The WSCB now oversee all funding contributions for board business which includes funding for the training programme, including costs of trainers, venues etc. There is improved tracking of who has attended which course which has enabled us to charge as appropriate providing an income to the WSCB of approximately £15,000 over the past year. This income has enabled the board to increase the capacity within the WSCB Training Team with an additional full time WSCB Trainer and part time Training Administrator now in post. The Training Brochure outlines full Terms and Conditions and costs for courses. The cancellation policy is now enforced and this has reduced the number of no shows on courses. The charging structure is now well understood by agencies in the main and where there are particular issues or queries these are quickly resolved.</td>
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Appendix 1: Outline Implementation Plan 2015-2017

Outcome 1: sufficient, high quality and relevant courses and other learning opportunities are available, including specialist courses supporting staff to:

- Understand their role and responsibility in relation to early help, safeguarding and child protection and the relationship between them
- Assess the needs of children, analyse information and understand risks in order to improve outcomes for children and young people

Outcome 2: The training programme has impacted on practice as evidenced through qualitative and quantitative data

Outcome 3: the WSCB has oversight of the provision and effectiveness of single agency training safeguarding and child protection training

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<th>Outcome</th>
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| 1       | To extend the breadth of the training programme with a clear timetable for course development, to include:  
  - Children with Disabilities (1 day course)  
  - Fabricated and Induced illness  
  - Joint Investigation Refresher/Safeguarding Management  
  - Understanding sexually harmful behaviour  
  - Sexual abuse  
  - Child Death Process and Responding to a child death  
  Ensure links to other relevant courses provided by others are clear to staff (e.g. YMHFA, Hidden Harm)  
  Continue to incorporate learning and practice from reviews both local and national into courses  
  Further develop and embed Area Practice Fora  
  Establish an Operational Training Group with clear terms of reference  
  Ensure sufficient update courses are in place |
| 2       | Establish a clear review cycle, to include evaluation of impact on practice  
  Embed the planning of training impact as part of course development |
| 3       | To establish the use of a training needs analysis to inform training programme planning  
  Continue to promote and clarify, across partner agencies, how single agency training links with the multi-agency training pathway  
  Support single agencies to provide training that is high quality and fit for purpose |