
Bath & North East Somerset Council

Bath and North East Somerset Children's and Adults' Workforce Development

TRAINING STRATEGY 2021 - 2024

April 2021

“Children, families, adults and carers are safe, healthy and resilient, have the confidence and skills to thrive and achieve their full potential so that, collectively, our communities achieve the best possible outcomes for themselves, their families and each other.”

(Vision Statement)



***Bath and North East Somerset
Clinical Commissioning Group***

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1. Introduction

The Workforce Training Strategy provides the strategic framework to support and develop a highly skilled, capable and confident workforce, which is clear about its role in working with children and adults with care and support needs to empower, protect and promote their wellbeing, to help meet our vision.

“Children, families, adults and carers are safe, healthy and resilient, have the confidence and skills to thrive and achieve their full potential so that, collectively, our communities achieve the best possible outcomes for themselves, their families and each other.”

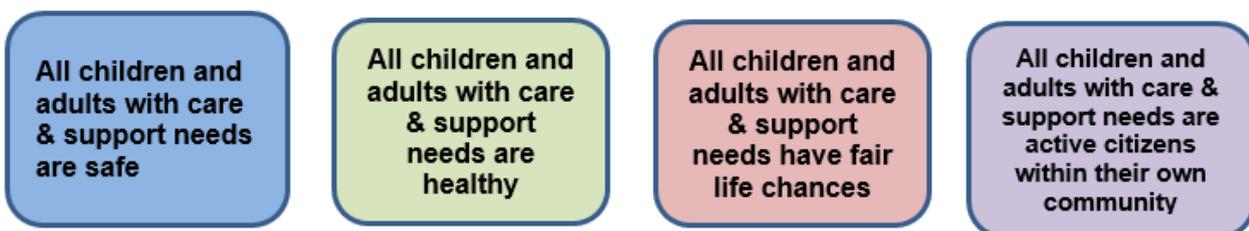
The definition of ‘workforce’ is an inclusive one: it encompasses all those whose work brings them into contact with children or adults with care and support needs via the provision of a service and includes paid workers and voluntary workers in public, voluntary and private sectors.

The Strategy encompasses a wide description of workforce as it is recognised that a holistic approach is required to achieve the vision held. Consequently, all commissioned or provider services in Bath and North East Somerset, whose work brings them into contact with children or adults with care and support needs via the provision of a service will be required, through a commissioning framework or a service level agreement, to commit to supporting and improving the skills, experience and qualifications of their staff. Working in partnership across different service providers also enables more efficient and effective ways of working to be established and maximises available resources.

While working together to meet the outcomes and priorities of the strategy each partner retains its own responsibility for workforce planning, including the development of organisational workforce plans, learning and development plans and, and terms and conditions of employment.

2. Scope

The development needs of B&NES Children and Adults workforce are linked to four main outcomes, which have been identified through consultation with partners, children, individual’s with care and support needs, parents and carers and all have safeguarding embedded alongside them:



To enable the workforce to help improve the lives of children and adults’ with care and support needs and keep them safe, they require effective leadership and management, excellent support services and high-quality professional development and training.

To this end the council and its partners are committed to:

- Providing beneficial inductions to all members of the Workforce, which supports the expectations of good practice and embeds a positive working culture.

- Valuing and investing in workers by providing learning opportunities designed to equip them to undertake their roles safely and competently with a clear focus on the lived experiences of the child or adult with whom they are working.
- Enabling the development of new ideas, skills, specialist knowledge and experiences that ensure the workforce is fit for purpose.
- Integrated working and services which promote good communication, a collective understanding and information sharing between professionals

These fundamental principles and commitments held provide the foundation of the training programme (see Appendix 1), however, this strategy will not detail all the ongoing work that is being undertaken to meet the needs of children and adults with care and support needs but rather capture the key priority areas that need greater focus above and beyond the everyday 'business as usual'. It should also be noted that this strategy does not provide detail of workforce development with regards to safeguarding and community safety as this framework and direction is provided through the B&NES Community Safety and Safeguarding Partnership (BCSSP) strategy. However, there is a strong inter-relatedness between the strategies and the resultant work plans with robust links between the two.

Therefore this strategy and the resulting action plan aims to address the workforce development needs linked to the following priority areas:

Ensure all workforce skills and development training will include the active involvement of individuals and families in receipt of services, making certain the individual's lived experiences are central to each of these.

Deliver specialist training to equip the workforce with the knowledge and skills to support children and adults with their mental health, emotional needs, wellbeing and resilience.

Provide the workforce with the knowledge and skills to support timely and safe transitions of care, ensuring people receive the support they require in the right place and at the right time to enable a swift and seamless movement through services and settings as their needs change.

Strengthen awareness of the need to improve outcomes for vulnerable groups, and 'to narrow the gap' between these groups and their peers, through the provision of learning opportunities to develop skills and knowledge in this area and making it clear how each member of the workforce contributes to improving outcomes.

Ensure the workforce responds to individuals and families using an anti-oppressive and anti-discriminatory approach, which recognises and celebrates differences and works to resolve issues of inequality and exclusion.

3. Policy Context

The children's and adults' workforce training strategy is drawn from, inter-related to, and supported by several key strategic plans to ensure a more coherent strategic focus on the needs of children and adults' with care and support needs in B&NES:

Bath and North East Somerset Health and Wellbeing Strategy is the overarching plan for improving public health and wellbeing. The Strategy outlines the approach that supports and protects people's health and wellbeing and aims to reduce health inequalities in Bath and North East Somerset. A new Strategy is being written for 2022

The Children and Young People's Plan (CYPP) is overseen by the Children and Young People's Sub Committee of the Health and Wellbeing Board. The CYPP outlines the work that services across health, social care and commissioned services undertake to support children, young people and their families There will be an interim CYPP for 2021-2022 to enable the next 3 year plan to be aligned to the New Health and Well Being Strategy 2022.

Bath and North East Somerset Community Safety and Safeguarding Partnership Training Strategy 2021- 2024 provides the framework and direction to equip people to work effectively to safeguard and promote the welfare of children and adults and keep our communities safe.

The Learning & Improvement Framework describes the way that professionals and organisations that work to safeguard and promote the welfare of children and adults at risk and keep our communities safe need to reflect on the quality of their services and learn from their own practice and that of others.

Early Help and Intervention Strategy 2020 outlines the intentions and approach to ensure early help and intervention is understood, accessible and firmly embedded within the planning and working practices of all agencies, to deliver effective early help and intervention across Bath and North East Somerset.

At the time of writing this strategy, B&NES is managing its response to the COVID -19 pandemic and is learning what the consequences will be in terms of economic, social and health impacts. Information currently held has established that there has been a detrimental impact on children, families and adults which has, and is likely to continue to, increase the need and demand for support and specialist services. Consequently the impact of the pandemic has been recognised in the creation of this strategy, the priorities identified and how the workplan will be implemented.

4. Programme Development and Delivery

The Children's and Adults' Workforce Steering group

The Workforce steering group is comprised of people with sufficient knowledge of the development needs and training processes within and across agencies to enable them to make informed contributions to the development and evaluation of the workforce programme.

The group is responsible for identifying the training and development opportunities that should be made available in order to ensure there is a resilient, skilled and knowledgeable workforce in B&NES providing safe and quality services which promotes health and wellbeing, supports

families to thrive and prevents and reduces the risk of harm. The group works under the auspices of the strategy and maintains particular oversight regarding the delivery and completion of set actions to meet the priorities outlined. (see Appendix 2 for terms of reference)

Training Standards

All Children's and Adults' workforce development training will be governed by the following principles: 'Think Family and Community'; the lived experience of the child and adult with care and support needs; partnership with parents, family and carers; Relationship based; diversity and cultural competence; accessibility; interagency collaboration; evidence based practice and evaluation of training . Further details of the Training Principles can be found in Appendix 3

Training Delivery

The development and delivery of the workforce training programme is overseen by a Council Organisational Development Business Partner who specialises in Safeguarding and Multi-agency training. The Business Partner also makes provision for the effective administration, evaluation and quality assurance of the courses.

The programme is flexible to meet demands and makes use of internal expertise and trainers, specialists from partner organisations as well as independent training providers and council commissioned services. The Workforce Development Plan also encompasses training and development programmes from across the council and broader workforce learning offers, and signposts to other training available to the workforce. The programme incorporates a 'blended' approach to learning, integrating a variety of learning options for example e-learning, e-bulletins, classroom training and conferences. It is of note that to enable the continued delivery of learning and development events during the COVID -19 pandemic it has been necessary to adapt the programme and establish and utilise virtual training courses. Due to the manner in which this method of delivery has been positively received by the workforce it will be further expanded upon and embedded into the programme moving forward. (See Appendix 4)

It is recognised that specific training may be appropriate in some situations, however, wherever possible courses will be made available to both the adults and children's workforce or the content will consider the work of both audiences to embrace the 'Think Family and Community' approach. Experience shows that support and services are much less effective if they are provided in isolation or without awareness of the wider circumstances or challenges faced. Therefore, through adopting a 'holistic' approach to learning and development better outcomes can be gained for the individuals and families of B&NES.

Training Administration

Applications for places on the children's and adults' training courses must be made through the Learning Zone – an online training portal that allows users to view courses and book places on a self-serve basis. The Learning Zone can be accessed at <http://bathnes.learningpool.com>

Further information about this system and matters relating to the workforce training programme should be directed to the training team at childrensandadultsworkforce_training@bathnes.gov.uk in the first instance.

Charging Policy

The children's workforce training is funded and supported by Bath and North East Somerset Council, as such training is available free to direct employees of the Local Authority. A tiered

system of charging applies to other organisations for attendance at children's and adults' workforce training.

Cancellations made less than 10 working days before the course date or non-attendance on the day will incur the full course price for the delegate. It should be noted that late Cancellation and non-attendance charges apply to all delegates including those who work for the council. For further information on the charging policy please refer to Appendix 5

5. Evaluation & Quality Assurance

The Workforce Steering Group are responsible for monitoring and evaluating the training programme, thus ensuring that learning events are of a consistently high standard, are reaching all relevant staff and have a positive impact on the work undertaken with children, and adults with care and support needs. The findings of the group are used as the basis for performance management reports provided to the Health and Well-being Board.

Methods of Evaluation

All courses advertise the learning outcomes expected for participants by the end of the course. Evaluation forms used remind attendees of the learning outcomes; and delegates are asked to scale pre and post course their confidence in these areas. This information is used to assess the effectiveness of the training in addressing the identified aims and objectives on the day. If a common theme emerges around objectives not being met this will trigger a review of the course content/ delivery style so that adjustments can be made. Additionally, an in-depth quality assurance process will sporadically be undertaken of workforce training courses. This will involve in addition to the participants feedback sheets, an observation of the session to ensure that teaching style and course content meets the training standards held.

All feedback and evaluations are used on an on-going basis to improve existing courses and to assist in the design and delivery of new training and learning opportunities.

To support the transfer of new knowledge back into the workplace, participants need to make direct links to their own practice and consider how the knowledge gained will improve their performance. All delegates are therefore invited at the end of training to create a workplace action plan and reflect on how potential changes will impact on the people with whom they work. (Appendix 6 shows an example feedback form).

It is the expectation that delegates and their managers will discuss the learning undertaken and how the knowledge and skills gained have been applied to practice to improve outcomes

6. Conclusion

The Strategy will be monitored annually to ensure that it remains up to date with legislation, guidance and structures and reviewed in its entirety every 3 years. The next review will be scheduled for 2024.

Appendix 1

The training programme encompasses the wider development and learning requirements of the workforce to ensure that the needs of all children and adults with care and support needs continue to be met. Therefore the programme comprises of the following core elements to ensure the local authority is able to meet its statutory functions, respond to national and local issues and meet the needs identified by staff through training consultations.

- **Support for staff induction training.** The training workforce development group will provide clear identification of the minimum standards and required learning outcomes based upon the common core induction standards
 - Effective communication and engagement
 - Understanding development
 - Safeguarding and promotion of welfare
 - Supporting transitions
 - Multi-agency working
 - Sharing information

This will induct new members into the culture and expectations held and support the development of a skilled and competent workforce to enable the vision held to be achieved.

- **Core skills for developing sound, evidence based practice.** This offer enables members of the workforce to have access to high quality training to deliver support and interventions which provide evidence of its efficacy. For example, supervision skills, assessment and analysis, report writing, communication and interviewing training.
- **Core offer of Child and Adolescent Mental Health Awareness and skills for practice.** This training offer will be made available through our partnership with Oxford Health. It will provide children's workforce members with awareness training on a range of welfare issues including 'Anxiety', 'Depression', 'ADHD and ASD', and deliberate self-harm and suicide. It will additionally provide a higher tier course on skills for intervention.
- **SEND (Special Educational Needs & Disability) reform.** This training will focus on SEND reform, to ensure that practitioners are aware of their responsibilities and responsive in relation to planning, intervention and support for children and young people with special educational needs or disability.
- **Core offer of Equalities training.** This will cover subjects such as, disabilities, Equal Opportunities, LGBTQ and cultural awareness.
- **Participation.** This will provide skills for hearing 'the voice of the individual / family', and providing meaningful engagement and involvement of those with whom we work, including their views in strategic work and on an individual basis.
- **Staff Welfare and Resilience.** Our ability to improve the lives those with whom we work is dependent on a well-trained, committed and competent workforce. In order for the workforce to achieve its full potential training will be developed to support practitioners in lone working, managing challenging and aggressive behaviours, and stress management.

Appendix 2

Bath and North East Somerset Multi-Agency Children's and Adults' Workforce Steering Group

Terms of Reference

Purpose of the Group

Ensure there is a sufficient, skilled and knowledgeable children's and Adults' workforce in Bath & North East Somerset providing safe and quality services which promotes health and wellbeing, supports individuals and families to thrive and prevents and reduce the risk of harm.

The group is concerned with both:

1. The Councils workforce (Children and Adults' Services) and
2. The workforce of any agency whose work brings them into contact with children or adults with care and support needs via the provision of a service.

Roles and Responsibilities

- Develop and refresh (as required) the Workforce Strategy and associated Action Plan
- Monitor and evaluate the delivery of the Action Plan.
- Evaluate the quality and effectiveness of the Learning and development programme ensuring it meets identified workforce needs (Universal, Early Help / Prevention through to Specialist Services – paid and voluntary staff).
- Training gap analysis – gather evidence from agencies about what is required to support and develop the workforce via the Learning and development Programme.
- Ensure the Plan is aligned to the priorities of the Health and Wellbeing Board and Children and Young People Sub Committee plan.
- Raise awareness of new guidance and minimum standards for the workforce.
- Ensure any new legislative or guidance changes are applied to the programme.
- Review content of new workforce training courses (non BCSSP courses only).

Accountability

The steering group is ultimately accountable to the Children and Young People's Sub Committee, reporting via the Chair.

Structure

The Chair will be the Principal Social Worker for Children, Young People and Families Service for B&NES Council.

Membership

Adult Mental Health representative (Council)

Director Children and Young People Services (B&NES Council)

Early Years Adviser (B&NES Council)

Head of Children and Families Prevention Services (B&NES Council)

Head of Education Inclusion Service (B&NES Council)

Head of Operations, Virgin Care Services Limited.
Head of Young People's Prevention Service (B&NES Council)
Organisation Development (B&NES Council)
Primary Schools representative
Public Health Development and Commissioning Manager (B&NES Council)
Secondary Schools representative
Specialist Commissioning Team representative (B&NES Council)
Voluntary sector representative (BAPP)

Membership will be open to review and expanded where possible to include representation for Adults & Children's services outside the Council.

All members are responsible for sharing information from all other groups / Boards they sit on which discuss workforce issues.

Frequency of meetings

Quarterly: Feb, May, Aug, Nov

Administrative Support

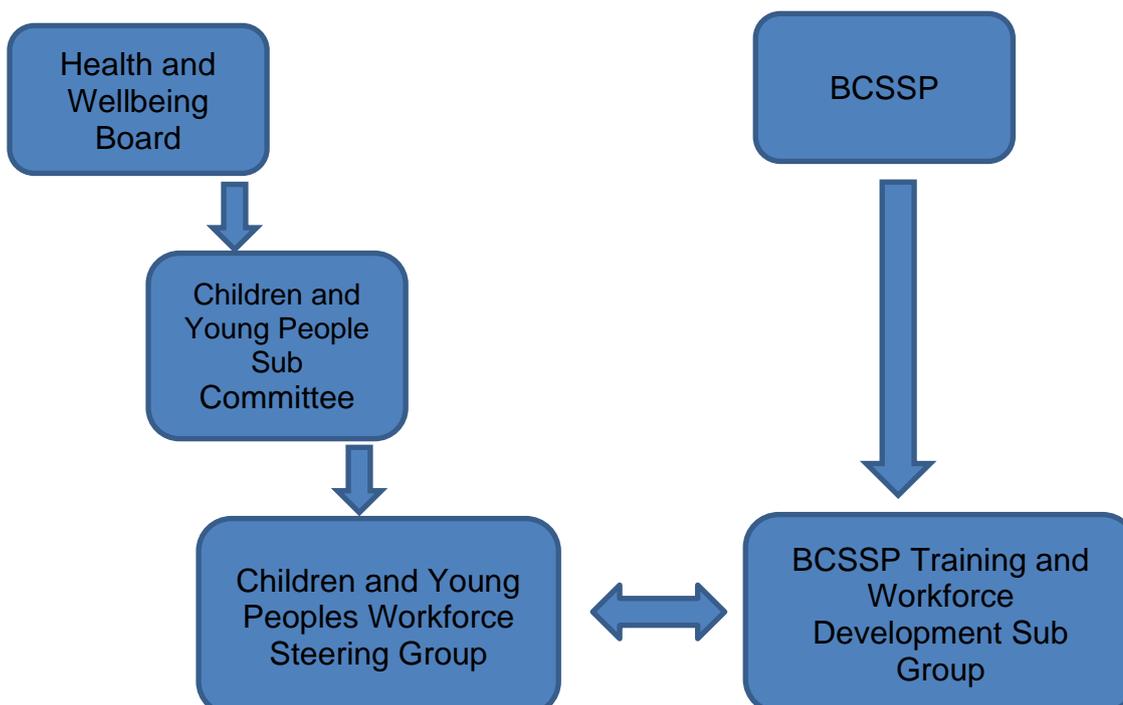
Administrative support will be provided by B&NES Council.

Reporting and Governance Arrangements

The group will report twice a year to the Children and Young People's Sub Committee (Health and Wellbeing Board).

The group will receive reports from the BCSSP Training and Development sub group which is responsible for ensuring Multi-Agency training is provided to meet the key priorities of the BCSSP Business Plan.

The group will also receive feedback from the Practice Review Sub Group and Quality & Performance Sub Group where workforce needs are identified which are not included in the BCSSP Training and Development Sub Group plan.



Appendix 3

Training Principles

All Workforce training will be delivered against the principles below. These principles were originally adapted from work undertaken by PIAT (Promoting Inter-Agency Training) and the NSPCC in Training Together; and regularly reviewed by the BCSSP (B&NES Community Safety & Safeguarding Partnership) and the Workforce Steering Group.

- **‘Think family and community’** All training recognises the importance of adopting a ‘think family and community’ approach to ensure better outcomes can be achieved.
- **The Lived experience of the child and adult with care and support needs** Training will incorporate and actively promote the rights, voice and needs of all services users. The lived experiences of individuals’ and families will be directly influence training and will be incorporated into sessions whenever possible, including through the use of case studies, feedback, individual stories or written / verbal submissions.
- **Partnership with Parents and Carers** All training recognises and actively promotes the need for working in partnership with parents and carers and those deemed to be important by the individual at risk. The training recognises the ‘family’ as a whole when safeguarding children and adults at risk.
- **‘Relationship-based approaches’**: All training will incorporate the principles behind relationship-based methods of working. Changes that are required, as well as challenge and support, are likely to be more effective if delivered within the context of a trusting and open relationship between service user and practitioner. Training will encourage participants to explore their use of self in their work, and what they bring to a relationship, as well as the context and background of the service user(s) themselves.
- **Diversity / Cultural Competence** All training is informed and governed by equal opportunities and reflects the diversity and cultural needs of the individuals, communities and organisations, within Bath & North East Somerset. All training incorporates a ‘golden thread’ of cultural competence, for working with children, adults at risk, and their families, engaging staff to be professionally curious to find out what life is like for the child and individual and not to make assumptions.
- **Accessibility** All individuals who work with children and/or adults at risk in the statutory, voluntary and independent sectors have access to the training.
- **Interagency Collaboration** All training promotes the need for interagency working, bringing together people and organisations, to effectively safeguard children and adults at risk from harm.
- **Evidence Based** All training will be ‘evidence based’ containing the latest research, reflective practice and the ‘lessons learned’ on a local and a national level. Wherever possible the training will incorporate the views of service users.
- **Evaluation** All training is responsive to identified local needs and will be subject to regular rigorous review and evaluation

Appendix 4

Links to further training offers:

There are a number of other training programmes available to the workforce and these are all designed to support staff in developing their skills and knowledge of specific issues and include:

B&NES Community Safety and Safeguarding Partnership training programme

The BCSSP training programme covers a broad range of subjects and has been developed to equip people with knowledge, skills and competences to work effectively to safeguard and promote the welfare of children and adults and keep our communities safe.

Early Help Offer

This training is provided by the Partnership, the programme offers a suite of training to address practice issues in relation to early intervention, targeted support to enable them to complete assessments, action plans that focus on positive outcomes for children, young people and families.

Corporate Training Offer

This training is provided by Bath and North East Somerset Council for its employees and targets induction, management training, and business skills such as IT. This additionally includes health, safety, and well-being training.

Social Care Training Programme

This programme focuses on developing skills and knowledge for staff within children's social work services, including specialist packages for trainee and newly-qualified staff.

Early Years Service Continuing Professional Development Opportunities

Specialist training for the early childhood care and education sector. Early years practitioners can access training and information around multiagency support, SEND, safeguarding and welfare practice, closing the gap and general practice and pedagogy in the Early Years Foundation Stage.

Email: early_years@bathnes.gov.uk Hub link: <https://thehub.bathnes.gov.uk/>

Family Placement Team Training and Development Programme

This programme is offered jointly with South Gloucestershire Council and provides courses especially designed for foster carers, special guardians, family & friends carers and short break carers

<http://www.bathnes.gov.uk/services/children-young-people-and-families/adoption-and-fostering>

Bath & North East Somerset Virtual School for Children in Care

Targeted training for those working in education with children in care. This includes training on attachment. Contact for this training is: Virtual_School@bathnes.gov.uk

Public Health Training This training focuses on offering a range of courses to improve the physical health and well-being of children and adults. Contact for this training is:

Public_Health@BATHNES.GOV.UK

Appendix 5



**Bath & North East
Somerset Council**



Charges for BCSSP and Children's and Adults' Workforce training programmes.

The Introduction to Child Protection course and the Safeguarding Adults' Level 2 Course are free to anyone who works within the Bath and North East Somerset Children or Adults' Workforce. All other courses will be charged as follows:

Organisation / Agency	Full day course	Half day course
B&NES Clinical Commissioning Group B&NES Council Police	£0	£0
Agencies with an annual turnover of less than £100,000 Home based Early Years setting	£35	£20
B&NES Maintained Schools B&NES Academy Schools B&NES Colleges Care Homes Domiciliary Care GPs* Group based Early Years settings Non – profit making Commissioned Services with an annual turnover of more that £100,000 (including Virgin Care and RUH staff)	£70	£35
B&NES Independent Schools B&NES University All Other Organisations (including independent contractors)	£100	£50

*GP Safeguarding Leads please contact the CCG Safeguarding Administrator for information on funding.

Cancellations and Non attendance

Cancellations made less than 10 working days (Mon – Fri) before the course date or non-attendance on the day will incur the full course price for the delegate (see above table of charges). Please note that the organisations in the first tier of the table will be charged £70 for late cancellation or non-attendance. The Cancellation and non-attendance charges apply to both virtual and classroom courses.

If it is possible and appropriate for another member of staff from the same team / service to attend then this charge would not be applicable.

Appendix 6

Course Title:
Evaluation
Course Date

Name	EXAMPLE
Job Title	
Managers Name	
Work Postal Address	

	Before Course:				Please complete this evaluation form before and after participating in the children's & Adults' workforce development course, this will enable us to measure the effectiveness of our training approach.	After Course:			
	Not Sure	Knowledge		Confident		Not Sure	Knowledge		Confident
1					Training Objective 1				
2					Training Objective 2				
3					Training Objective 3				
4					Training Objective 4				
5					Training Objective 5				
6					Training Objective 6				
7					Training Objective 7				

Learning into Practice: Course Title

(It is the expectation that delegates & their managers will discuss the training course and the learning undertaken and consider how the knowledge and skills gained have been applied to practice to improve outcomes for children and young people / Adults with care and support needs)

What did you gain most from this training session?	
How are you going to use this knowledge to improve your practice?	
How will you know that your practice has improved?	
How will the children / adults you are working with know?	

Any additional comments about today's training