



Safeguarding Partnership Board

LEARNING AND DEVELOPMENT FRAMEWORK

Short Title	Learning and Development Framework
Document Purpose	This document sets out how learning is identified, disseminated and implemented in practice within a multi-agency context, to improve outcomes for children, young people, adults at risk and their families.
Target Audience	Government, 3 rd sector and private organisations in Jersey
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Introduction and Purpose

This Learning and Development Framework ('the Framework') sets out how the Safeguarding Partnership Board ('SPB') identifies, disseminates and implements learning within a multi-agency context, to improve outcomes for children, young people, adults at risk and their families. This document should be read in conjunction with the following documents:

- Multi-agency Quality Assurance Performance Framework for Children, Young People, Adults and their Families
- Adult Safeguarding Training Framework and Children's Safeguarding Training Framework which support individuals and organisations to practice in a confident and competent manner
- Memorandum of Understanding

The Framework supports the work of the SPB and its subgroups, in particular the Learning and Development Sub-Group, Quality Assurance Sub-Groups and Serious Case Review Sub-Group, to make the necessary links between:

- The identification of required improvements to policy and practice
- The various mechanisms available to the SPB to achieve those improvements
- The ways in which the SPB can be assured that improvements have been made

Multi-Agency Approach to Learning and Development

This Framework is designed to underpin and facilitate the development of a culture of continuous learning and improvement across Jersey's safeguarding system. It is based on:

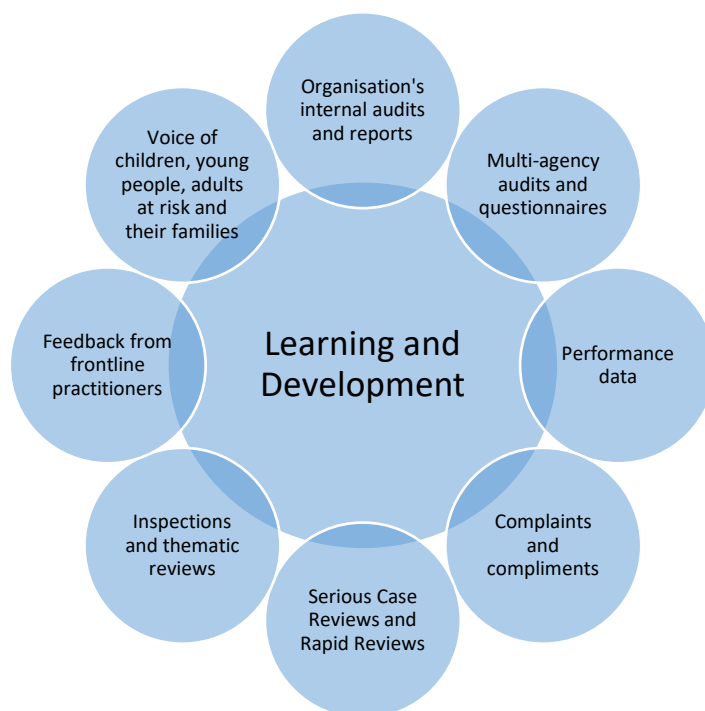
- Agreed priorities set out in the SPB's Action Plan
- Knowing our strengths, what we do well and do more of it
- Knowing what children, young people, adults at risk and their families say
- Learning from national research
- An outcomes-based approach which asks:
 - How much did we do?
 - How well did we do it?
 - What difference did it make to children, young people, adults at risk and their families?
- A shared commitment to implementing and embedding improvement actions
- A shared commitment to focus and learn from good practice as well as from serious case reviews, rapid reviews, inspections, thematic reviews and audits

Operation of the framework requires trust between partners that:

- provides a high level of mutual support, sets ambitious expectations and enables effective, constructive challenge
- fully involves professionals to contribute their perspectives without fear of being blamed for actions they took in good faith
- avoids the development of a 'blame culture'

Learning and development activity must be able to assure partners about the effectiveness of safeguarding arrangements and demonstrate improvements in:

- safeguarding arrangements and multi-agency working
- outcomes for children, young people, adults at risk and their families



Disseminating Learning and Identified Practice Development

The SPB recognises that Serious Case Reviews, Rapid Reviews, inspections, thematic reviews and audits are a valuable resource for identifying learning from practice and are a significant tool for disseminating and embedding that learning.

Organisational culture has a significant impact on practice and on the capacity of individuals to think and learn (Research in Practice, 2014). The Munro Review (2011) highlights the importance of a learning culture within organisations to help keep children, young people, adults at risk and their families safe. The SPB has a responsibility for disseminating learning to partner agencies who are in turn responsible for further dissemination within their organisations and embedding learning into practice.

The SPB's Learning and Development Sub-Group works closely with other sub-groups, in particular the Quality Assurance and Serious Case Review Sub-Groups, to identify actions to improve multi-agency working and outcomes for children, young people, adults at risk and their families by providing a range of learning and development opportunities for staff and volunteers in organisations in Jersey.

Partner agencies can commit to a culture of continuous learning and development through their own single-agency networks and communication processes by:

- identifying their organisation's training needs and using this to inform ongoing Continual Professional Development
- ensuring appropriate safeguarding training is included as part of the staff induction process
- providing assurance that appropriate safeguarding training is available and provided
- disseminating training, learning and development information throughout their organisation
- reviewing and updating their policies and procedures regularly
- incorporating learning within their own staff development plans
- committing to regular safeguarding supervision as an opportunity to reflect on learning as well as on the care provided to those we serve
- modelling the value of learning and development, for example by inviting staff to share their learning within the organisation

The embedding of learning is monitored by the SPB in relation to learning points and findings from reviews and associated action plans. With regards to embedding of practice within partner agencies, including single agency training, the monitoring of actions plans and the multi-agency organisational standards audit provides assurance that this is happening.

Learning and Development Offer

The SPB's Learning and Development Offer is overseen by the Learning and Development Sub-Group. The Sub-Group comprises representatives from partner agencies from Government of Jersey, 3rd sector, private organisations and the SPB's Learning and Development Team and responds to emerging issues identified by the other SPB sub-groups, in particular the Quality Assurance and Serious Case Review sub-groups, as well as partner agencies. The SPB's Learning and Development Offer is designed to complement training that individual organisations may deliver on a single-agency basis.

The SPB's Learning and Development Offer comprises a range of opportunities including:

This includes:

- Single agency foundation safeguarding training delivered through a pool of trainers
- Training, support and monitoring of the pool trainers
- Multi-agency training courses in person and online
- 7 Minute Briefings for use within organisations
- Bite-size briefings
- Information cascaded to practitioners through the Designated Safeguarding Leads and Pool Trainer Networks
- Safer Organisations Toolkit
- Training frameworks for the adult and children's workforces
- Access to resources through membership of Research in Practice
- Conferences and other learning events

Quality Assurance

The Learning and Development Sub-Group monitors and evaluates the effectiveness of multi-agency training. Although the main aim of learning and development opportunities is to support practitioners in working with and responding to concerns regarding children, young people, adults at risk and their families, it is a challenge to directly link attendance at training or learning and development events with direct impact on outcomes for those we serve. This transfer of knowledge and embedding it into practice is dependent on the culture within individual organisations and how they support staff to put learning into practice. *“If poor performance results from a lack of staff knowledge or skill, training can be provided. If it results from other factors, eg organisational, social, resource, managerial or attitudinal, these must be addressed accordingly.”* (McKenzie et al 2002)

The effectiveness of organisational learning and development will be monitored through the multi-agency audit process undertaken by the SPB and partner agencies.

With regards to the quality assurance of multi-agency training provided by the SPB, this is monitored through measuring the quality of the training and the impact on practice and is reported to the SPB Board and in the Annual Report.

The Learning and Development Subgroup respond to any concerns identified within any of the processes outlined above

Monitoring the Impact of Changes

In order to ensure that changes are embedded, sustainable over time, and have the desired effect, monitoring will be undertaken through the following processes:

- Quality assurance and audit activity:
 - SPB Quality Assurance and Audit Programme
 - Undertaken by partner agencies

- Survey activity:
 - Children, young people, adults at risk and their families
 - Practitioners and line managers

- Feedback from:
 - Practitioners and line managers on the impact on practice of learning and development activity
 - Children, young people, adults at risk and their families on the impact of support and services