Report on SSCB Multi-agency Training Delivery

1 April 2017 to 31 March 2018

‘An established training and development framework offers a wide range of levels and complexity of subjects... This enables the board to publish an effective and well-informed annual report on evaluation outcomes.’

Ofsted 2017

Acknowledgment: SSCB would like to sincerely thank all trainers and agencies who support them in the delivery of training and the practitioners who complete the evaluations.

Report written by Corinne Chidley SSCB Inter-agency Training Coordinator

Date: August 2018
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1st April 2017 to 31st March 2018

1.0 Introduction

This report outlines the assessment and analysis of the effectiveness of safeguarding training in line with SSCB Learning and Improvement Framework and Training Strategy. Working Together 2015 states ‘Local Safeguarding Children Boards (LSCBs) should monitor and evaluate the effectiveness of training, including multi-agency training, for all professionals in the area’.

Multi-agency training delivered from April 2017 – March 2018 followed the SSCB Safeguarding Training Strategy Pathways. Safeguarding training is reviewed regularly and is responsive to emerging national and local safeguarding themes, publications, statutory frameworks, research and legislation. All training includes how to identify and respond early to the needs of all vulnerable children.

- Post course initial and impact evaluations;
- Learning from SSCB activity, multi-agency case file audits;
- Safeguarding and post course conversations;
- Trainers feedback – observations;
- Emerging local and national safeguarding themes;
- SSCB Quality Assurance and Performance (QAP) Sub Group and the SSCB Training Sub-group (TSG)


‘Practitioners working in both universal services and specialist services have a responsibility to identify the symptoms and triggers of abuse and neglect, to share that information and provide children with the help they need. To be effective, practitioners need to continue to develop their knowledge and skills in this area and be aware of the new and emerging threats, including online abuse, grooming, sexual exploitation and radicalisation. To enable this, the three safeguarding partners should consider what training is needed locally and how they will monitor and evaluate the effectiveness of any training they commission.’

Working Together 2018.

2.0 Agency Training Needs

In terms of ensuring that the right training is being offered to the right staff to support an effective safeguarding system there has been a regional review of Section 11 Audit and the implementation of an electronic tool. Section 11 standards were piloted in 2017 – 2018 which were; 1. Policies and Procedures, 2. Information Sharing and 3. Listening to Children and Young People. With regard to the Policies and Procedures Standard the response below can be linked to training undertaken or as a prompt to complete.

‘All staff are taught on induction of where polices are and also specific training is given to all staff who see children on a regular basis.’

A standard on training needs is being completed in this year’s Section 11 and responses will be reported on in 2018 -2019.

To ensure that SSCB training is targeted to workforce and voluntary sector needs effectively:

- SSCB set expected learning outcomes in Training Strategy in line with national updates and local needs.
Data is collected from training pool members biannually in line with SSCB Training Strategy Framework, to understand reach and impact of training for the workforce as shown on page 9 and appendix 3.

Contacts and definitions handout is on SSCB website training page, accessible to all individuals and agencies. It is updated regularly and contains; safeguarding contact details, definitions and signs and indicators of abuse, training opportunities across the continuum of need and other useful information to ensure consistent information is shared across Shropshire.

Training Pool receive regular update sessions where trainers represent their agencies and bring their agencies training needs.

What does this tell us?

It means that with this rigorous approach and analysis SSCB are assured that the right modules and range of training is being delivered to Shropshire’s workforce to support an effective safeguarding system.

3.0 SSCB Training Pool

This report recognises that the impact and reach of SSCB Raising Awareness in Safeguarding and Child Protection Training across Shropshire is only possible because of the dedication and enthusiasm of the professionals who make up SSCB Training Pool.

SSCB Training Pool train within their own agencies using the package supplied by SSCB Training Coordinator. As of April 2018, there were 90 trainers in the Training Pool. Numbers do fluctuate due to changes in workforce, however there has been an increase of 23 trainers since last year. Currently there are 20 of the training pool members who assist in the development and delivery of SSCB targeted multi-agency training.

It is appreciated that trainers continually manage the pressures of their workload and training delivery commitments. Employers and individuals continue to be supportive with the preparation time needed to deliver up-to-date SSCB Raising Awareness of Safeguarding Training within their agencies. Although SSCB offer training and networking opportunities, payment is not offered to agencies or individual trainers.

Examples of the agencies that make up SSCB Training Pool include Shropshire Community Health Trust, Clinical Commissioning Group, SaTH NHS Trust, Education settings (Early Years, Primary, Secondary, Academy, Maintained, Independent, Special schools, and FE Colleges), Shropshire Council (Targeted and Early Help Children’s Services, Education Improvements, Learning and Skills, Independent Review Unit, Joint Training, Family Information Service), Enhance, Young Addactions, Shropshire Youth Association, Shire Services, Public Protection, Independent Care Providers, SERCO.

4.0 Pre-Course Question

At the point of applying for SSCB multiagency training or e-learning all learners are asked the question ‘What are your reasons for attending?’

This is intended to support self-reflection to ensure that the right people are attending and completing the right training.

At the point of confirmation all learners are asked to make sure that they have their manager’s approval to attend.
5.0 E-Learning (Mandatory Induction) Training
Target Group – All staff who work within an organisation

SSCB provide a set of expected learning outcomes required from induction training which can be found in SSCB Training Strategy they apply to all staff within the organisation.

187 learners completed e-learning offered by the SSCB through Virtual College and 33 learners were still studying or had not passed their modules at the end of this period. This makes a total of 220 licenses applied for through Virtual College in this period. This is a significant decrease of 344 learners from last year.

SSCB have continued to promote free e-learning training from Department of Health (DoH) and Home Office who offer modules on Prevent, FGM and Forced Marriage and Seen and Heard - ‘When a sexually abused or exploited young person has something to tell.’ Unfortunately, we are unable to report on learners who access this training.

We are able to assure the SSCB the e-learning offer is available on a broad range of subjects relevant to the workforce needs.

http://www.safeguardingshropshirechildren.org.uk/scb/prof_training.html

As of January 2018 SSCB offer 10 e-learning modules via Virtual College on a range of safeguarding topics, SSCB ask members of Training Pool to access these training modules and feedback for relevance and accuracy, any comments are passed on to Virtual College and any modules that are unable to be updated to reflect change in legislation or new research are removed as a module from SSCB website.

To ensure that learners are committed to their training and licenses are not wasted:
- Every application for e-learning modules is approved by SSCB training administrator before allocation.
- A limit of 3 e-learning licenses is allocated per learner per year.
- Learners are requested to complete any module within 12 weeks of application. Any learner who has not started or completed will have their license revoked and will need to apply again.

Please see Appendix 1 for a detailed breakdown of completed e-learning modules which are supplied by Virtual College.

What does this tell us?
The e-learning offered is still accessed by some organisations to support their basic safeguarding training. E-learning significantly grew in popularity as a training choice two years ago in 2015/2016, it is reasonable to make links that as the reach of SSCB training expands, practitioners will continue to accessing training opportunities which support their professional practice and are at no cost to them or their agencies. However, SSCB can only report on the numbers that access e-learning via the purchasing agreement with Virtual College.

While e-learning opportunities have proved popular and support the safeguarding of children, we cannot evidence any impact on practice. E-learning is at a basic level, so should only be used by organisations at a Mandatory Induction level and at Universal level to supplement face to face training, not instead of face to face training.
6.0 Early Help and ECINS Multi-agency Training

Early Help and ECINS training is delivered by Shropshire Council's Strengthening Families Team to all staff/volunteers who are new users of ECINS and who are in regular contact with children or young people or their parents and carers.

Early Help training continues to expand and develop reflecting the change in working practices and to support staff to work with the whole family. It is acknowledged that the whole family focus ‘think family’ is essential for Early Help services to implement. The training modules aim to support a multi-agency audience to build on the intrinsic links between educational settings, health services, community based services and family support agencies. These training modules will seek to improve outcomes, including the educational attainment, health outcomes and the social choices of children, young people and their families.

‘The board has ensured that it has a thorough understanding of the effectiveness of early help. It reviewed and reissued the threshold document for services in March 2017. Through its learning and development sub-group, the board has also ensured that training was delivered to support multiagency practitioners with the implementation of the early help whole-family approach, practice and process, including early help family assessments. This was particularly effective, with 467 people attending between April 2016 and June 2017. A recent ‘review of early help’ survey indicated that 97% of staff knew how to access early help.’

Ofsted 2017

Please see Appendix 2 for more details on Early Help and ECINS training.

7.0 SSCB Training Delivery

In total from 1 April 2017 to 31 March 2018 the SSCB Training Co-coordinator, Training Pool members and commissioned organisations have delivered 63 multi-agency Universal, Targeted or Specialist training sessions to 1164 learners. This is an increase of 5 training sessions with an additional 111 learners from 2016/17.

The SSCB Training Coordinator works with Training Pool members to ensure that there is flexibility in delivering safeguarding training across numerous safeguarding themes.

7.1 Initial Evaluations

Post course evaluations have been completed online since 2015 for all training. Learners attending SSCB multiagency training must complete an initial online evaluation before being able to print out their certificate of attendance.

These evaluations aim to assess the quality of the training delivery, how effective it has been at meeting the set aims of the session and whether the training has increased the attendee’s confidence in dealing with the subject matter. Initial evaluations provide the SSCB Training Co-coordinator with a valuable source of information about the attendee’s thoughts on the quality of the training experience and suggestions for improvement for future training. These comments inform the reviews of each of the multi-agency training modules.

Qualitative data provides valuable information in evidencing the impact of training and has been included to support the quantitative data.
7.2 Evaluating the Effectiveness of Training

Three months after attending any SSCB multi-agency Universal or Targeted training modules, learners are asked to complete a second online evaluation.

This evaluation has been developed to evaluate the impact the training has had on professional practice and ultimately the difference this makes to children, young people and their families. All training modules reinforce the importance of completing impact evaluations. This ensures that learners understand the value of completing impact evaluations and how comments are monitored and used to inform revisions to modules, to further improve the effectiveness of the training.

The tables and information set out on pages 8 -24 show both quantitative and qualitative data taken from a selection of evaluation comments from a range of agencies attending training delivered to the Shropshire’s workforce by the SSCB Training Coordinator, Training Pool members or commissioned organisations.

‘An established training and development framework offers a wide range of levels and complexity of subjects. Courses are designed to meet the needs of a wide variety of staff, from those who require basic general knowledge to those who require specialist input. Courses include awareness of and responses to child sexual exploitation, domestic violence, drugs and alcohol misuse, issues of neglect, including the introduction of an updated graded care profile. An effective evaluation process using pre- and post-course questionnaires and a three-month follow-up regarding impact resulted in an impressive average response across all courses of 67%. Further sampling by phone calls from the training coordinator to trained staff allows for a more in-depth discussion about impact and improved outcomes. This enables the board to publish an effective and well-informed annual report on evaluation outcomes.’

Ofsted 2017

8.0 Universal Training Delivery

Multi-agency Raising Awareness in Safeguarding

Target Groups - Staff who have regular contact or have a period of intense but irregular contact with children/young people and/or families/carers who may be in a position to identify concerns regarding the safeguarding of those children/young people and/or families/carers.

Everyone in the workforce working with or in contact with children and young people should be expected to develop and maintain skills and knowledge through initial and on-going training and development.
8.1 Raising Awareness in Safeguarding – Multiagency

The aim of this training is to extend awareness of safeguarding and child protection and to clarify the roles and responsibilities of professionals.

![Graph showing attendance at Raising Awareness in Safeguarding and Child Protection training sessions]

<table>
<thead>
<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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<tbody>
<tr>
<td>Universal</td>
<td>Raising Awareness</td>
<td>3</td>
<td>58</td>
</tr>
</tbody>
</table>

100% of respondents advised that the training increased their confidence in dealing with the subject matter.

**Initial evaluation comments**

- ‘I always find the interactive sections of the course good - this break it up and keep it interesting whilst learning.’
- ‘Feel more confident in making certain decisions regarding safeguarding in general.’
- ‘I enjoyed all aspects of the course, particularly the group discussions.’

12 Impact evaluations were completed 3 months after training, comments include...

- ‘Following the section on Emotional Abuse I took action in sharing with one of my clients that I understood she was being subjected to emotional abuse and we ended up making a referral to Family Connect.’
- ‘I signposted a child and family to the appropriate partner agency who I was not aware of before the training.’

**What does this tell us?**

Numbers attending Universal Training SSCB, Raising Awareness Module are similar to last year with continued representation from housing. There is new representation from Early Years, FE college, Shropshire Community Trust, Police, Academy and Local Authority Maintained Schools. This shows that there is still demand to deliver these Raising Awareness sessions to multi agency delegates. Impact is evidenced through an increase in confidence of all learners, assuring us the training is pitched at the right level, and learners tell us that they have acted on their safeguarding concerns following attendance on SSCB training.
8.2 Raising Awareness in Safeguarding and Child Protection Training – Single Agency

41 agencies have reported back to us on their safeguarding training delivery during this period which is 4 more agencies than last year. The majority of these agencies have a member of staff who is trained by SSCB to deliver Raising Awareness training to their staff and is a member of the SSCB Training Pool. Table below shows those agencies who have delivered Raising Awareness in Safeguarding and Child Protection.

Through Training Pool members, SSCB supports single agencies to provide their own staff with the basic knowledge and skills to safeguard and protect children, to increase awareness of interagency policies and procedures and to understand own agency policies. SSCB provides a training package which includes DVD clips, presentation slides, handouts and activities. SSCB Raising Awareness in Safeguarding universal training pack is reviewed throughout the year to reflect current local and national child protection and safeguarding themes and key learning. Trainers have the flexibility to personalise delivery to ensure content is relevant to professionals and volunteers within their agencies. Where a single agency chooses to deliver their own Universal training pack SSCB provide expected learning outcomes in the Training Strategy.
To further ensure effectiveness of the single agency training, SSCB training team request that agencies include examples of qualitative data taken from learners evaluations.

Comments received include...

‘Understanding where to go with concerns.’
‘Good information and dealt with a difficult subject well and with clear knowledge & experience’

‘The hands on element helped break up all the information. Definitely helped with the pace.’
‘Most engaging child protection training I’ve have attended.’

‘the course and contents empowers you to have the confidence to support children.’
‘I will research more into compass and Zipit.’

‘Enjoyed the activities, best safeguarding training I have had to date, discussed with great way to learn.’
‘relevant examples and explained clearly.’

‘Training well delivered and good information given that was clear and easy to understand.’
‘Be mindful of DA when seeing children, I am more proactive.’

In addition, West Mercia Police offer numerous safeguarding courses although they do not currently use SSCB training package. Vulnerability and Risk Safeguarding training provided by College of Policing has been delivered to 1194 Officers and Staff. Additional themed Safeguarding training has been received by a further 304 Detectives and Officers.

Please see Appendix 3 for more training data submitted by Training Pool members.

What does this tell us?
SSCB Training Package is delivered widely across agencies in Shropshire, SSCB Training Pool continues to expand with trainers delivering to a high standard, using varied teaching methods to appeal to delegate’s individual learning styles, Shire Services have increased the number of delates they have trained by 288 since 2016 - 2017.
8.3 Introduction to Substance Misuse

Through partnership working this session is delivered by Social Care & Health Joint Training to the children’s workforce. The aim of this training is to explore the effects of substance misuse on individuals and to provide a firm knowledge base to support good practice.

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<thead>
<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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</thead>
<tbody>
<tr>
<td>Universal</td>
<td>Introduction to Substance Misuse</td>
<td>5</td>
<td>65</td>
</tr>
</tbody>
</table>

100% of respondents advised that the training increased their confidence in dealing with the subject matter.

**Initial evaluation comments**

- "It will make me look at families from a wider point of view when there is known drug use and how we can minimise the impact on their children."
  
  Early Help Worker

- "Given me more of an understanding of the different circumstances of why drugs are taken. It is in the main the circumstances, living conditions that impact on the person that often lead them into drug addiction. Tackle living conditions, environment worklessness and this can change the lives and prevent or stop drug taking and save lives."
  
  Early Help Worker

- "I learnt about the recovery from substance misuse and from this I was more informed when working with a case where there was misuse happening. As a direct result from attending this training and gaining further information this enabled me to escalate a case which went to C/P."
  
  Early Help Worker

As this is commissioned training at an introductory level, impact evaluations are not completed.

**What does this tell us?**

Learners reported qualitatively and quantitatively that their confidence had increased, they found the multi-agency aspect of the training beneficial and they were satisfied with the training received. Threshold for significant harm was recognised following this training.
9.0 Targeted Training Delivery

Target Groups - Members of the workforce who work predominately with children, young people, families and carers and who could potentially be involved in the assessing, planning, intervening and taking part in multi-agency processes where there are safeguarding concerns.

Targeted Training - Developing Practice Modules
SSCB Training Coordinator with Training Pool members delivered 28 multi-agency developing practice training sessions to a total of 505 learners in this period.

This is an increase from 2016/2017 of 3 training sessions to an additional 71 learners. Showing that the reach of SSCB Targeted Training continues to grow across the workforce.
9.1 Child Sexual Exploitation (CSE)

97% of respondents advised that the training increased their confidence in dealing with the subject matter.

<table>
<thead>
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<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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<tbody>
<tr>
<td>Targeted</td>
<td>Child Sexual Exploitation (CSE)</td>
<td>4</td>
<td>71</td>
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</table>

**Initial evaluation comments**

'I found the whole day interesting and relevant to my work. It was an excellent update’
Shropshire community health trust

39 Impact evaluations were completed 3 months after training, comments include...

- ‘Raised the need for the most appropriate person to complete a CSE risk assessment at a core group (which proceeded to occur).’
- ‘I have now completed two new CSE risk assessments that have lead to social work assessments and safeguarding children.’
- ‘There was a young person whose best friend was male. Prior to the training I would not have thought about this as a risk however due to the increased knowledge around male friends also bringing young people into a CSE ring I was able to openly look at this and question the friendship.’
9.2 Neglect Graded Care Profile GCP2

**Graded Care Profile 2 (GCP2)**

GCP2 (licensed by NSPCC) is an evidence-based assessment tool which evaluates parental care. GCP2 focuses on one specific child and parent. It provides a way to measure and scale the quality of care delivered whilst keeping the child at the center. It is designed to be used alongside other assessment tools in Shropshire, Whole Family Assessment and Webstar.

![Neglect GCP2 - Attendance](image)

<table>
<thead>
<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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<tbody>
<tr>
<td>Targeted</td>
<td>Neglect Graded Care Profile 2 (GCP2) Full</td>
<td>11</td>
<td>181</td>
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</table>

88% of respondents advised that the training increased their confidence in dealing with the subject matter.

**Initial evaluation comments**

*I thought the training was excellent. People sat where they felt more comfortable and this naturally resulted in a good mix of professionals and expertise on each table. The DVD case studies were thought provoking and highlighted a good and realistic range of issues.*

Academy School

**89 Impact evaluations were completed 3 months after training, comments include...**

- ‘The training is a new initiative therefore the knowledge gained has been useful in me being able to apply the principles to my everyday practice. The paperwork and process has given me some structure to work with and I am sure this will be beneficial in improving the outcomes for the children/families I identify, both as a working document with parents and in offering a process and evidence of the work that I do with the parents/families.’
- ‘Utilised the GCP2 as a task on child protection plans for support workers to complete to ensure the correct support is in place for the family.’
- ‘By using the profile with the family, the family could see what they needed to address. They started to make changes straight away as I was still carrying out the monitoring. This had a big impact on the child, who now had clean dry bedding to sleep on and their personal care was addressed on a daily basis. Over time the parent also felt empowered and more in control of their situation.’
9.3 Domestic Abuse and the Impact on Children

To promote good practice in relation to adults, children and young people affected by domestic abuse and identify how practitioners can respond appropriately to safeguard them. Survivors from SEEDS (Survivors Empowering and Educating Domestic Abuse Service) volunteer their time to attend training to share their experiences. Feedback both verbally and on evaluations states that it is listening to survivor’s experiences of the abuse and support received that has the most impact.

![Domestic Abuse and the Impact on Children - Attendance](image)

<table>
<thead>
<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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<tbody>
<tr>
<td>Targeted</td>
<td>Domestic Abuse &amp; its Impact on Children</td>
<td>5</td>
<td>95</td>
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</table>

99% of respondents advised that the training increased their confidence in dealing with the subject matter.

Initial evaluation comment which reflects a number of responses...

‘Listening to the survivors was amazing, being able to ask them questions and get an understanding of why it happened to them and why they didn’t do something about it sooner. Totally amazing. I would say it was the best course I've been on for a real life understanding.’

‘Early Years Setting’

31 Impact evaluations were completed 3 months after training, comments include...

- ‘The following week, a mother disclosed that her partner was controlling and had threatened to harm her son from a previous relationship as a form of punishment to her. We were able to signpost her to Shropshire DA service and also be clear on our safeguarding pathways as to her son, and with her full consent and her full understanding made a referral through COMPASS. I felt the training ensured we focused on both mum's needs and her son's and our response was relevant and timely.’
- ‘It supported my risk assessment of the adults parenting capacity & my report for an Initial CP Case Conference.’
9.4 Compromised Parenting

This training will consider the impact of compromised parenting on children and effective methods to assess and respond.

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<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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<tbody>
<tr>
<td>Targeted</td>
<td>Compromised Parenting</td>
<td>3</td>
<td>45</td>
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</tbody>
</table>

95% of respondents advised that the training increased their confidence in dealing with the subject matter.

Initial evaluation comment which reflects a number of responses...

'I am able to more easily understand disguised compliance and spot it early on this enables me to ask the awkward questions and have a curiosity about the situation'

29 Impact evaluations were completed 3 months after training, comments include...

- 'The training has helped with supporting practitioner within the wider Early Help Arena. The understanding from the course will impact on my direct work with professionals as my understanding of the subject area has increased'
- 'I work with a number of families on either EH, CIN OR CP plans and this training as supported me in identifying their needs'
- 'Increased understanding, so enabled to ask more targeted questions during assessment.'
9.5 STORM

STORM Suicide Prevention and Self Harm Mitigation Training is a licensed training module by Salford University. STORM training is for trusted adults who are directly supporting vulnerable children and young people who are at risk of suicide, self-harm or experiencing depression.

<table>
<thead>
<tr>
<th>Targeted</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
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<tbody>
<tr>
<td>Fire &amp; Rescue</td>
<td>STORM 2 day (Suicide Prevention &amp; Self Harm Mitigation)</td>
<td>6</td>
<td>62</td>
</tr>
</tbody>
</table>

92% of respondents who completed initial online evaluations stated that they were satisfied with the training received.

**Initial evaluation comment which reflects a number of responses...**

‘I found the tools most useful as I can take them away and use in practice. I found the role rehearsals, watching others and giving feedback useful in learning and gaining skills.’

**40 Impact evaluations were completed 3 months after training, comments include...**

- ‘Asking young people if they want to die. What the difference is between wanting to die and wanting some help. It (the training) gave me confidence in talking about death and self-harm. Also gave me some reassurance.’
- ‘A child had self-harmed and had two incidents in which they had said they acted in a way that it was considered they were trying to kill themselves by the parents. The child worked with me using STORM and we were able to work through thoughts and feelings and develop strategies etc. this child did not want to actually kill themselves but was struggling with their emotions and life - post intervention this child is no longer engaged in regular self harm and no further incidences of suicidal behavior.’
- ‘I had to speak to 4 students the week after the training around self harm and suicidal feelings and felt well equipped to speak to them and ask hard hitting questions. 1 student commented how pleased the chat had gone and that they had been quite anxious about being told off and shouted at.’

Due to partnership working with Public Health TaMHS, SSCB received funding from the CaMHS Transformation Fund to deliver this training in this period. The role-play and videoing, which is an essential part of this course, causes anxiety for some delegates. However, feedback states that this is helpful in using the skills they have learned and find it informative and reflective. STORM have also stated that this is a necessary part of the training and must be completed by all learners.
9.6 Working with Substance Using Parents

This half-day training sessions is for anyone who has already attended the ‘Introduction to Substance Misuse’ training module and would like to know more about working with families where one or more parent is using substances. Delivered by Trainer from Social Care and Health Joint Training

<table>
<thead>
<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted</td>
<td>Working with Substance Using Parents</td>
<td>1</td>
<td>16</td>
</tr>
</tbody>
</table>

100% of respondents advised that the training increased their confidence in dealing with the subject matter.

*Initial evaluation comment which reflects a number of responses…*

‘How to discuss and prepare suicide safety plans and how to carry out a comprehensive assessment of self-injury.’

*7 Impact evaluations were completed 3 months after training, comments include…*

- ‘Working with a family where both parents used Heroin. It has given me the confidence when speaking to them and a better understanding. Mother had been clean for 6 months and has relapsed recently. I was able to spot the signs and speak to the wider family to make sure that the children were safe and away from the home when she used again.’
- ‘Was relevant when working with one particular family, as it made me understand the complexities involved when a person is considering abstaining. I could then show this understanding and offer more targeted advice.’
- ‘Used value cards with a mum, whose partner was abusing substances alongside DV. This was very effective.’
9.7 Child Protection Conferences and Core Group

100% of respondents advised that the training increased their confidence in dealing with the subject matter.

Initial evaluation comment which reflects a number of responses…

'The activity in the afternoon was very good to watch but also be part of. Scripted role play enabled those who have not attended a conference to see how one would look and possibly feel. Watching also gave an opportunity to see how it looks when professionals are contributing to the conference and the role of the chair. Excellent delivery.'

12 Impact evaluations were completed 3 months after training, comments include…

- 'I have attended core groups and case conferences better prepared and confident. I have been less afraid to share my understanding of situations and my clients. I feel I am better able to act in the best interest of my clients.'
- 'This training gave me a good understanding of the key purpose of core groups and child protection conferences.'
- 'I am more aware of the things I need to take with me to both conferences and core groups and how this will be effective for both myself and the family I am supporting.'

To encourage continued attendance Shropshire targeted training continues to be advertised widely; in the SSCB Training Schedule which is regularly updated and is accessible on the training pages of SSCB website, through SSCB Board and Training Sub Group (TSG) members.
9.8 Protecting Children and Managing the Challenge

The aim of this new training module is to increase practitioner confidence, working together in a multiagency safeguarding system, across the continuum of need. This is a highly interactive and engaging training course packed with relevant, current and thought provoking content and replaces single modules covering Neglect and Sexual, Physical and Emotional abuse.

![Attendance Graph]

**Level of Training** | **Training session**                  | **No. of sessions** | **Learners completed** |
---------------------|--------------------------------------|--------------------|------------------------|
Targeted             | Protecting Children & Managing the Challenge | 4                  | 78                     |

93% of respondents advised that the training increased their confidence in dealing with the subject matter.

**On the day group reflections were introduced as this module is new**

1. What went well?
   - ‘Had chance to work with everyone else when moving around in the activities.’
   - ‘Not boring.’
   - ‘The way the case studies were presented really got you thinking of the jigsaw effect.’

2. Even better if…
   - ‘We had more time.’
   - ‘Certificates on the day.’

*Initial evaluation comment which reflects a number of responses…*

‘My all time favourite part of this course was when we found out that there were actually 5 children in the family and we only knew about one of them. It was a great way to demonstrate the point.’

**17 Impact evaluations were completed 3 months after training, comments include…**

- ‘I have used the threshold document to inform a decision at Early help level- referencing it to see if it met threshold for further service referral.’
- ‘Enhanced multi-agency working.’
9.81 Telephone Evaluations

To build on previous telephone evaluations, SSCB Training Coordinator contacted 19 delegates from a wide range of agencies which included Public Protection, Targeted Youth, Full Day Care Nursery, Police, Midwife SATH, Joint Training, Family Support Worker, Step Up To Social work Student, Registered Childminder, Residential Care Home who had attended Protecting Children Managing the Challenge training. This facilitated a focused discussion and was an opportunity to highlight how learning transfers into practice, further evidencing the effectiveness of multi-agency training.

'I liked the way the course was laid out, hands on and interactive through the case study, when children were all connected it was a bit of a shock but not a surprise. Lesson learnt and lessons for the future.'

'Training highlighted how important it is looking at the bigger picture as family life can be detrimental. With colleagues at work we pull the information together and getting the families help, often we skim the surface, we need to think more in depth.'

'Interesting to hear expectations of other services, sharing tools and measuring use of tools against risk, exposure to tools and thresholds important in terms of raising awareness, who would be doing what at what level.'

'I hadn't heard of Young Addaction at that time, we're used to being ‘Jack of all trades’ not always using the specialist tools that are available, need to ensure that no child is left behind.'

'Made me think outside of the box, sharing of information is essential, what helped was having a mixture of people and hearing what they would do in situations, main thing for me was how important communication is.'

'Reinforced good working practice, training was very well presented, highlighted that often not enough information is shared. Will book onto GCP2 full days training.'

'Made me realise how little services are connected, how parents can try to avoid you from seeing the truth. What we see is key to start getting help as communication breakdowns do happen.'

'Really helpful to remind myself to look at the whole family life and ‘think family’. Good to link with other professionals, seeing how Early Help Partnership meetings work, and looking at thresholds.'

'The Barnados DVRIM was a new tool which was good to know about, I’ve always had a strong belief in the power of multiagency working and this course reinforced this.'

'The course was a real eye opener, useful to understand both early help and Child Protection processes, using Brook Traffic Light Tool was really useful.'

'Sharing purpose of tools especially the Graded Care Profile was powerful as cases of neglect are so common.'

'The course gave me a good picture of what the multiagency safeguarding picture should look like and how professionals can work effectively within it.'
Additional comments which sum up several responses:

‘Networking with other professionals, hearing other people’s input from different angles, gaining knowledge bouncing off each other, when discussing cases come at it from professional roles and learn how other people deal with it. Accumulatively fantastic training.’

Impact on practice

‘I booked on and completed GCP2 training’.

‘The course changed the way that I record chronologies.’

It is clear that use of assessment tools in a practical way was appreciated to support professional judgment and assessment during the case study eg. Barnados DV RIM, Brook Traffic Light Tool, CSE Risk Identification Form, Threshold Document, Neglect Graded Care Profile (GCP2) and Shropshire Threshold Document.

**What does this tell us?**

The interactive delivery of SSCB new module Protecting Children Managing the Challenge training is appreciated by the multi-agency learners that attend and is highly effective in delivering key safeguarding and child protection messages for example, think family, importance of communication and sharing information effectively, be professionally curious, be prepared to think the unthinkable, and act without delay as this will have an impact directly on the child and their family.

**What does this tell us?**

Multi-agency developing practice modules and training from Joint Training is well attended by a range of agencies. SSCB are providing good quality training which is equipping the workforce with the right skills and knowledge to carry out their roles. Data from Quality Assurance and Performance Sub Group (QAP) tells us that we are receiving the right amount of referrals in to Compass and levels of thresholds are understood.
10.0 Specialist Training Delivery

**Target Groups:** Members of the workforce who have particular responsibilities in relation to undertaking Section 47 enquiries. Professional advisors, named and designated lead professionals.

10.1 CSE & Threshold Briefings

SSCB held 10, 2.5 hour briefing sessions across the county with the aim of supporting practitioners to increase working knowledge of the revised Child Sexual Exploitation Pathway and Risk Assessment Tool and to exercise their professional judgment by familiarising themselves with revised multi-agency guidance on Threshold Criteria to help support children, young people and their families in Shropshire.

![CSE and Threshold briefings chart]

10.2 Neglect Graded Care Profile (GCP2) Review Meetings

These meetings are for practitioners who have attended the full day Neglect GCP2 Training and are using the GCP2 Toolkit with families they work with. The meetings are recommended by NSPCC to share best practice and discuss any issues anyone has come across when using the Toolkit. 40 professionals attended over the 3 meetings during this period.
10.3 Train the Trainer

Attending Train the Trainer is the main route for professionals to become members of SSCB Training Pool. This 2 day training course covers every aspect of the Raising Awareness in Safeguarding and Child Protection Module expanding on key areas to give trainers additional information, knowledge and resources.

Train the trainer is delivered once or twice a year by the SSCB Training Coordinator with a co-facilitator from the Training Pool who works in Shropshire Council Education Improvements Service. Frequency is dependent on requests from the workforce and SSCB training are responsive to demand.

The training continually develops to assist trainers with the quality and consistency of safeguarding training and to enable agencies to deliver SSCB Universal training module Raising Awareness in Safeguarding and Child Protection within their own agencies. 24 delegates attended the 2-day Train the Trainer modules in May and November 2017 and went on to the induction stage of delivering approved SSCB training.

Members of the SSCB Training Pool are supported through observations of their training delivery, attendance at Training Pool updates/development sessions and by being able to access all SSCB training modules to enhance their own Continuing Professional Development.

Some initial evaluation comments from those who attended Train the Trainer courses are as follows:

'I understood the need for safeguarding children prior to the course. But the magnitude and amount of information I learnt left me feeling that all adults should complete safeguarding training whether they work with children or not.'

'Felt I had benefitted from the trainers knowledge, also the ideas for how to get the information across to candidates in the future through activities.'

'It was good to learn how to deliver safeguarding training in a way that makes it relevant and that people actually learn something from.'

'I found the perfect balance of demonstration; what I need to do to deliver this material, and the additional information; to prepare me for when I give the training, was captivating.'
10.4 Training Pool Updates

To ensure consistency of practice throughout single and multi-agency training session’s trainers are invited to book on Training Pool Meetings which are offered up to 4 times a year. These sessions are well attended and content is led by trainers identifying gaps in their knowledge and suggesting to Training Coordinator the topics they would like covered. Sessions always include key updates including; learning from Serious Case Reviews, national and local emerging safeguarding themes and changes to legislation, statutory frameworks, guidance and terminology.

Session content has included: revisions to the Raising Awareness training module, providing rationale and context; interactive information session on SSCB Protecting Children module, preview of the Domestic Abuse briefing and information on GDPR.

As part of the commitment to quality assuring single agency training and supporting new trainers through their induction to SSCB Training Pool 8 trainer observations were carried out in 2017/18 by Training Coordinator and 3 by other members of Training Pool.

The SSCB Training Coordinator organises 4 update sessions each year. These sessions are to update members on any changes to the SSCB Raising Awareness in Safeguarding Children training pack, to reflect on good practice and share ideas and information amongst trainers for the various agencies, to discuss and provide information on any relevant topics relevant to safeguarding trainers.

Some initial comments received from Training Pool members after attending an update or development session are as follows:

‘I feel I can be more affective as a trainer, confidence improved with up to date information.’

‘Thoroughly enjoyable and very useful.’ ‘Updates and current changes and sharing good practice with other trainers is always useful.’ ‘I wasn’t aware of the new Mental health service for children. A great update and very thought provoking.’

What does this tell us?
Training pool membership is valued and training is delivered to a consistently high standard which promotes the safeguarding of children and meets the individual learning styles.

10.5 ROCU & Children’s Society Exploitation & Vulnerability Event

105 delegates attended this one day event from various agencies working across Shropshire along with Police Officers from across the region. The event was run by ROCU and Children’s Society and SSCB worked in partnership with them to promote this event and administer the bookings. The aim of the event was to improve their knowledge and understanding of child sexual exploitation with a focus on:

- Criminal Exploitation: County lines, drug running, trafficking and gangs
- Vulnerability: Missing young people; mental health and complex needs; marginalised groups of young people (BME, boys and young men, LGBTQ, refugee and migrants).
10.6 Lullaby Trust Reducing the Risk of SIDS (Sudden Infant Death Syndrome)

This half-day event is funded alternate years by Shropshire and Telford & Wrekin. The event this year took place in Telford with 25 delegates from across both authority areas attending. The majority of delegates attending this year were from Health with a few Early Help, Carers and Police in attendance also.

The event is delivered by the Lullaby Trust over one afternoon and provides an understanding of what Sudden Infant Death Syndrome (SIDS) is; helps professionals understand vulnerable babies and families; provides an update on current evidence-based safer sleeping advice and teaches ways of getting the message across to others and potential barriers to this.

What does this tell us?
Multi-agency training is delivered in an interactive and practical way and is seen as valuable in raising awareness of Safeguarding and Early Help in Shropshire. Impact evaluations 3 months after training evidence that learners find the training methods applied are effective in increasing, skills, knowledge and confidence when working within child protection and safeguarding, increased awareness and changes in practice are improving outcomes for children and families.

11.0 Single Agency Training delivered by SSCB Training Coordinator
In addition to delivering multi-agency training the SSCB Training Coordinator has also contributed to an Early Help Conference and a Magistrates Conference on ‘Domestic Abuse and the Impact on Children’. The following sessions have been delivered to single agencies.

<table>
<thead>
<tr>
<th>Level of Training</th>
<th>Training session</th>
<th>Learners attended</th>
<th>No. of session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Agency Delivery by SSCB Training Coordinator</td>
<td>CSE/Threshold Briefing for Social Workers</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Council Members Safeguarding Induction</td>
<td>43</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Public Protection CSE for Licensees (no information available)</td>
<td>200 approx</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>GCP2 for Schools</td>
<td>21</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Single Agency Raising Awareness</td>
<td>53</td>
<td>3</td>
</tr>
</tbody>
</table>

What does this tell us?
SSCB Training continues to seek opportunities to broaden the reach of the safeguarding messages, the event with magistrates was a triumph for us and hope to continue this work in the future.
12.0 Challenges

- To be assured that all professionals and volunteers working with children and their families or carers are regularly receiving the right level of Safeguarding Training and are sharing data effectively with SSCB Training Administrator.
- To maintain the level of impact evaluations 3 months after training module to robustly demonstrate the effectiveness of training in terms of improving outcomes for children.
- To ensure an effective training programme is delivered within budget.

13.0 Plans for 2018/2018

- Continue to deliver and evaluate specialist learning events. Those currently being planned for 2018/2019 which include:
  - Working together with Joint Training on Raising Awareness of Domestic Abuse to support Public Health Domestic Abuse Strategy
  - Joint Safeguarding Boards Exploitation Conference - Keeping Adults Safe in Shropshire Board KASiSB and Shropshire Safeguarding Children Board SSCB
- Current Virtual College Learning Management System (LMS) used by SSCB Training is due for renewal in December 2018. Currently two options are being explored with cost effectiveness and minimal disruption to delegates being considered.
- To report on Section 11 Training Needs standard in 2018 – 2019 report

14.0 Recommendations

- Agencies to continue to promote multi-agency training as part of their workforce development strategies to ensure training continues to be well attended.
- Agencies must ensure they continue to promote the completion of post course evaluations and talk to their staff about the difference training makes to service delivery and children and families lives.
Appendix 1 SSCB e-learning

Highest users of e-learning licenses were:
1. Charity/voluntary sector 19%
2. Shropshire Council Early Help staff 16%
3. Independent businesses/Other organisations 14%

96% of learners were very satisfied or satisfied with the Virtual College e-learning module and 98% would recommend the training to others.

The table below shows a sample of comments from the 8 of the modules on offer through Virtual College during this period in response to:
‘How will you use the information from this course in your day to day work?’

<table>
<thead>
<tr>
<th>E-learning Module</th>
<th>No of Learners</th>
</tr>
</thead>
<tbody>
<tr>
<td>An Introduction to Safeguarding Children</td>
<td>61</td>
</tr>
<tr>
<td>“I will be able to identify issues more easily and take responsibility for children’s well-being.” Shropshire Council – Other</td>
<td></td>
</tr>
<tr>
<td>Awareness of Domestic Violence &amp; Abuse</td>
<td>23</td>
</tr>
<tr>
<td>“I will be more aware of potential victims when I am working and will be able to explore their situation with more confidence.” Charity/voluntary organisation</td>
<td></td>
</tr>
<tr>
<td>Safeguarding Children from Abuse by Sexual Exploitation</td>
<td>20</td>
</tr>
<tr>
<td>“I feel I have more understanding of the behavior that children being exploited may possess and what warning signs to look out for.” FE College</td>
<td></td>
</tr>
<tr>
<td>Self-harm and Suicidal Thoughts in Children and Young People</td>
<td>18</td>
</tr>
<tr>
<td>“Greater understanding of the appropriate wording to use and how to spot signs of self-harm.” Shropshire Community Health Trust</td>
<td></td>
</tr>
<tr>
<td>Hidden Harm</td>
<td>18</td>
</tr>
<tr>
<td>“Be more aware of using the 6 stages of change and what works to engage a family at each stage.” Fire &amp; Rescue</td>
<td></td>
</tr>
<tr>
<td>Collaborative Working: A Whole Family Approach</td>
<td>14</td>
</tr>
<tr>
<td>“Work with vulnerable families and offer support when needed and work with outside agencies if this is needed.” Early Years</td>
<td></td>
</tr>
<tr>
<td>eSafety - Guidance for Practitioners Working with Children</td>
<td>13</td>
</tr>
<tr>
<td>“Constantly reminding the young people I work with about online safety. Informing other staff member in team meeting about this resource and the useful sites they can access.” Youth Offending</td>
<td></td>
</tr>
<tr>
<td>Safer Working Practices</td>
<td>10</td>
</tr>
<tr>
<td>“Encourages good practice.” Charity/Voluntary organisation</td>
<td></td>
</tr>
</tbody>
</table>

1. Introduction to Safeguarding (for voluntary sector only)
2. Awareness of Domestic Violence & Abuse
3. Collaborative Working: A whole family approach
4. E-safety – Guidance for Practitioners
5. Equality & Inclusion in Health, Social Care or Children’s and Young People’s Settings
6. Hidden Harm - the effect of parental drug and alcohol misuse on children
7. Safer Working Practices
8. Safeguarding Children from Abuse by Sexual Exploitation
9. Self-Harm and Suicidal Thoughts in Children and Young People
10. Trafficking, Exploitation and Modern Slavery

Appendix 2 ECINS and Early help Multi-Agency Training
ECINS Multi-agency Training delivered by Shropshire Council Strengthening Families Team
1 April 2017 – 31 March 2018

**ECINS INTRODUCTION**

<table>
<thead>
<tr>
<th>Training Session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to ECINS</td>
<td>4</td>
<td>52</td>
</tr>
</tbody>
</table>

**ECINS PRACTICAL MODULES**

<table>
<thead>
<tr>
<th>Training Session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Look Up &amp; recording</td>
<td>9</td>
<td>62</td>
</tr>
<tr>
<td>Creating a case</td>
<td>9</td>
<td>61</td>
</tr>
<tr>
<td>Recording and Managing meetings</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Using the Family Action</td>
<td>8</td>
<td>32</td>
</tr>
</tbody>
</table>

**Evaluation of ECINS Practical Multi-agency Training**

Of the delegates who responded, 94% stated the training was effective in increasing their confidence in dealing with the subject matter of the module.

Total number of sessions delivered was 31 to 211 delegates. Since the last report this is an increase of 5 sessions to an additional 76 learners.
Sample of comments received on evaluations after the training:

‘I am now aware of how to create a case and how to request support from other agencies. I feel confident to create a case and that the process is not as daunting as I expected it to be’

‘One of the best/most informative training sessions I have been on.’

‘I will confidently create a case and have completed a Family Webstar assessment and overlaid it on one previously completed a few months ago and the parent was pleased to see how things had improved and in a couple of places decreased from the original assessment. This information was given during the training and very effective’

In addition, Strengthening Families Team have delivered 74 ECINS single agency training sessions to 284 professionals across this reporting period. Since the last report this is an increase of 72 sessions to an additional 239 learners.

Early Help (EH) Multi-agency Training delivered by Shropshire Council Strengthening Families Team

<table>
<thead>
<tr>
<th>Training session</th>
<th>No. of sessions</th>
<th>Learners completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>EH: Role of the Lead Professional</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>EH: Capturing the Voice of the Child</td>
<td>3</td>
<td>38</td>
</tr>
<tr>
<td>EH: Assessment &amp; Analysis Skills</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>EH: SMART Action Planning</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>EH TOTAL</td>
<td>9</td>
<td>88</td>
</tr>
</tbody>
</table>

Evaluation of Early Help Multi-agency Training

Of the delegates who responded, 95% stated that the training was effective in increasing their confidence in dealing with the subject matter of the module. Since the last report this is an increase of 5 sessions to an additional 63 learners.

Sample of comments received on evaluations after the training:

‘I have gained in confidence to carry out my role more effectively’

‘I will be using the training to help me implement SMART as the basis of my work with young people to ensure they can achieve.’

‘I really enjoyed the multi-disciplinary focus of this training and the comparison for staff working with children in hospital and in the community. The trainer was very knowledgeable and got us all thinking outside the box’.
APPENDIX 3
TRAINING POOL DATA
Training shown in the table below is reported back by SSCB Training Pool members and shows training that professionals within single agencies have undertaken in addition to Raising Awareness in Safeguarding and Child Protection (information shown on page 9.)

<table>
<thead>
<tr>
<th>Agency delivering training</th>
<th>Mandatory induction (including e-learning)</th>
<th>Targeted</th>
<th>Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Improvement Service - Schools</td>
<td></td>
<td>332</td>
<td>50</td>
</tr>
<tr>
<td>Shropshire Community Health Trust</td>
<td>244</td>
<td>162</td>
<td></td>
</tr>
<tr>
<td>West Mercia Police</td>
<td></td>
<td>110</td>
<td>18</td>
</tr>
<tr>
<td>SaTH Health Trust</td>
<td>393</td>
<td>129</td>
<td></td>
</tr>
<tr>
<td>Independent Trainer for schools</td>
<td></td>
<td>587</td>
<td></td>
</tr>
<tr>
<td>RJ&amp;AAH Health Trust</td>
<td>207</td>
<td>192</td>
<td>56</td>
</tr>
<tr>
<td>Education Improvement Service - Early Years</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prestfield School – independent school</td>
<td>11</td>
<td>1</td>
<td>101</td>
</tr>
<tr>
<td>Bryn Melyn Care – independent care provider</td>
<td>96</td>
<td>219</td>
<td>10</td>
</tr>
<tr>
<td>SSSFT Health Trust</td>
<td>75 % new staff completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haughmond Federation Schools</td>
<td></td>
<td>22</td>
<td>1</td>
</tr>
<tr>
<td>Children’s Social Care</td>
<td>31</td>
<td>59</td>
<td>597</td>
</tr>
<tr>
<td>Hillcrest Children’s Service – independent care provider</td>
<td>50</td>
<td>270</td>
<td></td>
</tr>
<tr>
<td>Shropshire Youth Association</td>
<td></td>
<td></td>
<td>19</td>
</tr>
<tr>
<td>Ellesmere College</td>
<td>48</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Reflexions – independent care provider</td>
<td>712</td>
<td>30</td>
<td>14</td>
</tr>
<tr>
<td>Shrewsbury Academy</td>
<td></td>
<td>95</td>
<td></td>
</tr>
<tr>
<td>Shropshire Partners in Care (SPIC)</td>
<td></td>
<td>78</td>
<td>38</td>
</tr>
<tr>
<td>Woodside Primary</td>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Priory School</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>St Lawrence Primary School</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Options Higford – independent care provider/specialist school</td>
<td></td>
<td>146</td>
<td></td>
</tr>
<tr>
<td>Connexus</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Shropshire College</td>
<td>320</td>
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