Multi-Agency Learning and Development Strategy for Safeguarding Adults

May 2015

This multi agency learning and development strategy is designed to support the development of best practice in adult safeguarding work and to ensure that people working with adults at risk across all sectors, are able to meet the standards outlined in the local Multi-Agency Safeguarding Adults Policy and Guidance as well as the new statutory safeguarding duties introduced under the Care Act 2014.

Hampshire and Isle of Wight Multi-Agency Safeguarding Adults Learning and Development Strategy

1. Introduction and context

1.1   Central to effective adult safeguarding is a competent and well trained workforce. The four LSABs in Hampshire are committed to ensuring their workforce is competent and confident to carry out their responsibilities to safeguard adults at risk. This multi agency learning and development strategy is designed to support the development of best practice in adult safeguarding work and to ensure that people working with adults at risk across all sectors are able to meet the standards outlined in the local Multi-Agency Safeguarding Adults Policy and Guidance as well as the new statutory safeguarding duties introduced under the Care Act 2014.

1.2   The content of tis Strategy has been informed by a Hampshire wide learning and development audit conducted earlier in 2014 in which a wide range of agencies participated. The audit mapped out current training provision for adult safeguarding and also highlighted gaps in current provision which this strategy has sought to address.

1.3   A number of other factors have influenced and help shape the Strategy notably:

- The introduction into law of the Care Act 2014 and an analysis of the organisational and practice implications arising from the Act's provisions on safeguarding

- A range of improvement initiatives such as sector led improvement programmes and specifically, Making Safeguarding Personal

- Response to national events such as Winterbourne View and Mid Staffordshire Reviews

1.4   The impact of the Care Act 2014 on adult safeguarding practice cannot not be over-estimated. The Act introduces a new statutory framework for adult safeguarding which enacts the principle that safeguarding the responsibility of all agencies and requires them to adopt a proportionate, transparent outcome focused approach. The Act also establishes 'Making Safeguarding Personal' or a person centred approach as core practice.

1.5   Implementation of the Care Act 2014 requires a fundamental shift in practice in which emphasis is placed on prevention and early intervention in which effective risk management is used to support people safely. The Act also represents a move away from procedurally driven safeguarding to an approach in which the adult and their wishes shape and drive safeguarding activity in order to achieve the outcomes they want. This Strategy is therefore, an essential tool to support organisations to achieve the prerequisite culture change and shift in practice highlighted in the Care Act 2014.

1.6   This Strategy is not prescriptive. It is a tool to help inform and shape both single-agency and multi agency safeguarding learning and development plans. It seeks to establish a consistent approach across agencies and can be used as a tool benchmark to assess training provision.

2. Underpinning principles

2.1   This Strategy is underpinned by a number of important principles which include:

- Learning and development activity should create an ethos which values working collaboratively with others, places the service user at the centre of practice, respects diversity, promotes equality and human rights, dignity, freedom and respect for others.

- The Making Safeguarding Personal approach is the driving principle underpinning all adult safeguarding learning and development activity.

- This Strategy promotes the 'Safeguarding is Everybody's Responsibility' ethos. It is designed to ensure a wide awareness of adult safeguarding issues and to support practice that is consistent with the current legal and policy context for adult safeguarding as well as the approach and requirements outlined in the Care Act. principles

- Individual agencies are responsible for ensuring that their workforce has the required knowledge and competencies to carry out their responsibilities for safeguarding adults.

- The approach described in this document emphasises the multi agency delivery of the Strategy and related training programmes.

- Multi-agency learning and development opportunities created through the approach outlined in this Strategy will complement single agency arrangements. This will promote consistency and is an effective way of promoting a common and shared understanding of the respective roles and responsibilities of different professionals and can contribute to effective working relationships.

- Single agency training provision will reflect the broad levels of development and learning outcomes agreed by this strategy.

- The use of standardised materials and a cascade approach for some types of training

- This strategy will link with other relevant programmes such as Hidden Harm, Troubled Families, etc.

- There is individual agency and collective responsibility for the development and success of this approach.

3. Organisations and groups covered by the strategy:

3.1 The following Hampshire based agencies and organisations are covered by this strategy:

- Hampshire, Portsmouth, Southampton and Isle of Wight Safeguarding Adults Boards
- Hampshire, Southampton, Portsmouth and Isle of Wight local authority adult services
- Hampshire Constabulary
- Hampshire and Isle of Wight Clinical Commissioning Groups
- NHS providers
- GPs and primary care services
- Health Education Wessex
- South Central Ambulance Service
- Hampshire Fire and Rescue Service
- Housing Services
- Independent care providers
- Voluntary sector
- Service users, carers, relatives, children and young people, local communities
- Community Safety Partnerships
- HMP Winchester
- Hampshire and Isle of Wight Community Rehabilitation Company
- National Probation Service
- Governance, board and safeguarding committees
- Legal Services

4. Relevant Guidance

4.1 This Strategy has been informed by the requirements outlined in the following legislation and guidance:

- Care Act 2014 Statutory Guidance (Department of Health, October 2014).

- Local Multi-Agency Safeguarding Adults Policy and Guidance (Hampshire, IOW, Portsmouth and Southampton, Councils, May 2015).

- Government Statement of Policy on Safeguarding Adults (Department of Health, May 2013)

- Safeguarding Adults Roles and Responsibilities (ADASS, ACPO, NHS Federation and CQC 2014).

- National Framework of Standards for Good Practice and Outcomes in Safeguarding Adults Work (Association of Directors of Adult Services, November 2005).

- Relevant sector based (mandatory and non mandatory) competency and core skills frameworks

5. Quality Assurance Framework and Standards

This Strategy is supported by a quality assurance framework designed to provide benchmark standards to inform the content and delivery of adult safeguarding training. This will include:

- Standards for the delivery of training and development
- Guidance on mandatory and refresher training
- Guidance for professionals to update skills and frequency for this.
- Adoption of a 'licence to practice' approach for responder professionals
- Promotion of a competency based approach
- Use of reflective practice to support continuing professional development

6. The Model

6.1 The Strategy identifies safeguarding functions linked to generic role types and for each outlines the levels of training, skills, competencies and learning outcomes required for each and cross referenced with relevant core skills and competency frameworks. A modular and incremental approach has been adopted in which multi agency learning and development provision is the preferred method. Some organisations (such as the NHS) have developed their own national e learning packages which will compliment this local delivery model.

6.2 It is important to note that the safeguarding functions linked generic role types are described rather than specific staff roles. It is also possible that some roles may sit in more than one category. Therefore, individual organisations will be responsible for mapping their staff roles against the functions and role types outlined in order to find the best 'fit'. The generic role types or functions are as follows:

- Essential awareness *'Safeguarding is Everybody's Responsibility'*
- Alerters
- Responders
- Specialist practitioners
- Decision makers
- Governance and board roles.

6.3 For each role type or function relevant target audiences have been identified and for each, standardised materials, e learning and face to face, training packs and resources will be developed.

6.4 Similarly, materials to promote awareness of adult safeguarding amongst a wide range of stakeholders such as service users, relatives, carers and the wider community will be developed to support awareness raising initiatives. It is anticipated that this aspect of the Strategy will be realised through the implementation of respective LSABs prevention and communication strategies.

6.5   The following represents the expected training pathway for 'Responders' with a similar pathway will be developed for each of the other role types:

- Making Safeguarding Personal
- MCA/ DOLS
- Preventive working
- Risk management
- Self neglect
- Community safety: anti social behaviour, honour violence, forced marriage
- Domestic abuse
- PREVENT
- Human trafficking and modern slavery
- Safeguarding procedures, evidence gathering, interview skills and information sharing
- Legal powers and remedies
- Court skills
- Interpersonal skills and 'difficult conversations'

Essential Awareness – 'Safeguarding is Everybody's Responsibility''

Function: To raise awareness of abuse and neglect and to develop community engagement

Learning Outcomes	1) Understanding of the term 'safeguarding adults' 2) Understanding of the types of abuse 3) Knowledge of how to report concerns 4) Knowledge of what will happen next 5) Understanding of 'Keeping Safe' 6) Confidence to report concerns
Target audiences	- Local communities - Voluntary organisations and volunteers - Service users, carers and relatives - Children and young people
Content	1) Safeguarding adults terms and definitions 2) Types of abuse and the contexts in which it can occur 3) Signs and indicators of abuse/neglect 4) How to report concerns and what will happen next 5) 'Keeping Safe' 6) Channels available to report other types of concerns
Suggested delivery methods	Leaflets and other publicity material, LSAB Website, LSAB led engagement events and targeted awareness sessions

Alerters

Function: To identify abuse or neglect and to report concerns appropriately

Learning outcomes	1) Awareness of own agency's adult safeguarding policy 2) Understanding of abuse types and its contexts 3) Ability to recognise signs of abuse/neglect 4) Ability to follow reporting procedures 5) Understanding of individual responsibility re safeguarding
Target audiences	- All staff as part of their induction - All front line staff including those in 'spotter roles' in all agencies* - Ancillary staff - People working in children's services - GPs and primary care workers - Staff working in prisons and other custodial settings - Voluntary organisations and volunteers * Will include front line staff in fire and rescue, police and neighbourhood teams, housing, health, social care
Content	1) Basic safeguarding awareness 2) Types of abuse and the contexts in which can occur 3) Indicators of abuse/neglect 4) Preserving evidence 5) How to report concerns 6) Ethos: Human Rights, Dignity, Making Safeguarding Personal 7) Mental Capacity and DOLS essential awareness 8) Whistleblowing 9) Rules of confidentiality, consent and information sharing 10) Recording
Suggested delivery methods	Single agency delivery: induction, basic awareness sessions, E learning module and study aids using standardised training packs and material, HSAB website, leaflets and other publicity material.

Responders

Function: Staff with professional and organisational responsibility for adult safeguarding and who may be called upon to lead safeguarding enquiries.

Learning outcomes	As part of safeguarding activity, demonstrate an ability to: 1) Work within an appropriate legal, policy and professional context 2) Adopt a person centred approach 3) Work preventively with adults at risk 4) Identify and respond effectively to factors increasing vulnerability to abuse 5) Identify and respond appropriately to abuse/causal factors in abusive situations 6) Undertake effective risk assessment and management 7) Access and use effectively a range of community safety processes 8) Develop effective risk/safeguarding plans 9) Share information appropriately and engage all relevant partners 10) Undertake robust safeguarding enquiries or request others to 11) Access appropriate advocacy support for service users 12) Ensure the person's mental capacity is considered 13) Ensure safeguarding activity is appropriate and proportionate 14) Access all relevant legal powers and remedies 15) Respond appropriately to adults at risk who cause harm 16) Implement effective strategies to manager self neglect 17) Respond appropriately to concerns about human trafficking and modern slavery 18) Respond appropriately to concerns re HBV and forced marriage 19) Access support for the recovery from abuse/neglect 20) Undertake contemporaneous record keeping 21) Provide credible testimony in court 22) Consult with line management and be accountable 23) Feedback to those making referrals on the status of the case as appropriate.
Target audiences	Professionals and/or safeguarding practitioners who may be expected to undertake safeguarding enquiries such as: - Qualified social workers - Managers of care services - Qualified/clinical nursing and medical staff - Police investigators - Probation (CRC and NPS) - Community safety managers - Housing managers - Prison managers
Content	1) Making Safeguarding Personal 2) Detailed safeguarding awareness + legal, policy, professional context 3) Prevention and early intervention 4) Risk assessment and management 5) Evidence gathering and interview skills 6) Legal powers and remedies 7) Information sharing duties and powers 8) Recording 9) Defensible decision making 10) MCA/ DOLS 11) Specific forms of risk - self neglect, fire safety, domestic violence 12) Anti social behaviour, human trafficking/modern slavery, PREVENT 13) Honour violence, forced marriage, FGM 14) Court skills 15) Interpersonal skills and 'difficult conversations'

Suggested delivery methods	Multi agency delivery: modular training programme, case study material and exercises, multi agency seminars and workshops, practice guidance and toolkits, Policy and Practice Updates, HSAB website, promotion of Communities of Practice and Knowledge Hub and safeguarding practitioner forums.

Specialist staff

Function: To support safeguarding enquiries through the provision of professional/clinical advice and support

Learning outcomes	As part of safeguarding activity, demonstrate an ability to: 1) Work within an appropriate legal, policy and professional context 2) Adopt a person centred approach 3) Work preventively with adults at risk 4) Identify and respond effectively to factors increasing vulnerability to abuse 5) Identify and appropriately to abuse/causal factors in abusive situations 6) Engage in activities related to s.42 enquiries as appropriate 7) Engage effectively in risk assessment and management processes 8) Undertake assessments and reports to inform safeguarding activity 9) Engage effectively in strategies to help manage self neglect 10) Participate in the development of effective risk/safeguarding plans 11) Share information appropriately 12) Ensure the person's mental capacity is considered 13) Access support for the recovery from abuse/neglect 14) Provide subject related advice and support to safeguarding leads 15) Undertake contemporaneous record keeping 16) Provide credible testimony in court 17) Consult with line management and be accountable
Target audiences	Specialist staff who may be called upon to provide advice or support to safeguarding leads as part of undertaking safeguarding enquiries: - Mental capacity leads, best interests assessors and DOLS - Advocates - Therapists e.g. occupational therapy, physiotherapy, SALT, dietician - Clinical e.g. tissue viability, brain injury, psychiatry, psychology - Designated Adult Safeguarding Managers - Designated safeguarding lead GP, nurse roles - Staff working in Multi Agency Safeguarding Hubs - Older persons mental health and dementia - Learning disability, mental health, substance misuse - Probation (CRC and NPS) - Fire and Rescue - Domestic abuse - Community safety (anti social behaviour, hate crime, PREVENT) - Forced marriage and honour violence - Housing - Appropriate Adults - Registered Intermediaries - Commissioning, contracts and procurement - Legal services

Content	1) Making Safeguarding Personal
	2) Detailed safeguarding awareness
	3) Prevention and early intervention
	4) Risk assessment and management
	5) Information sharing duties and powers
	6) Recording and defensible decision making
	7) Specific forms of risk - self neglect, fire safety
	8) MCA/ DOLS
	9) Interpersonal skills and difficult conversations
	10) Court skills
	11) Whistle blowing
Suggested delivery methods	Multi agency delivery: modular training programme, case study material and exercises, multi agency seminars and workshops, practice guidance and toolkits, Policy and Practice Updates, LSAB website, promotion of Communities of Practice and Knowledge Hub, practice forums, webinars.

Decision Makers

Function: Making decisions about actions and next steps, chairing meetings and supervising staff undertaking safeguarding enquiries

Learning outcomes	As part of safeguarding activity, demonstrate an ability to:
	1) Work within an appropriate legal, policy and professional context
	2) Engage all relevant partners in safeguarding activity
	3) Manage the information sharing process appropriately
	4) Chair safeguarding and multi disciplinary meetings effectively
	5) Manage parallel processes within specific safeguarding activity
	6) Negotiate and manage/resolve conflict
	7) Ensure all relevant legal powers and remedies are accessed
	8) Ensure appropriate community safety processes are accessed
	9) Ensure appropriate advocacy support is accessed
	10) Lead the risk management process and development of risk plans
	11) Provide effective support to staff engaged in safeguarding activity
	12) Provide management oversight of safeguarding activity
	13) Ensure safeguarding activity is appropriate and proportionate
	14) Ensure practice is consistent with Making Safeguarding Personal
	15) Identify and respond to learning highlighted in specific cases
	16) Identify and refer cases requiring a multi-agency review
	17) Provide credible testimony in court
	18) Consult with line management and be accountable
	19) Provide supervision and opportunities for reflective practice
Target audiences	Managers who are responsible for making decisions about next steps and who may be expected to chair safeguarding and multi agency risk management meetings in agencies such as:
	- Adult social care
	- NHS
	- Police
	- Community safety
	- Housing
	- Probation (CRC and NPS)
	- Prison

Content	1) Detailed safeguarding awareness + legal, policy, professional context
	2) Making Safeguarding Personal
	3) Prevention and early intervention
	4) Risk assessment and management
	5) Evidence gathering and interview skills
	6) Legal powers and remedies
	7) Information sharing duties and powers
	8) MCA/ DOLS
	9) Self neglect, fire safety, domestic violence
	10) Anti social behaviour, human trafficking/modern slavery, PREVENT
	11) Forced marriage, honour violence, FGM
	12) Court skills
	13) Interpersonal skills and difficult conversations
	14) Recording and defensible decision making
	15) Chairing meetings
	16) Supervision and reflective practice
	17) Learning and Review Framework
	18) Safeguarding Adult Review Process
Suggested delivery methods	Multi agency delivery: modular training programme, case study material and exercises, multi agency seminars and workshops, practice guidance and toolkits, Policy and Practice Updates, LSAB website, promotion of Communities of Practice and Knowledge Hub and practice forums, webinars.

Board/Governance Roles

Function: To scrutinise adult safeguarding work and to challenge and hold the organisation and safeguarding partnership to account.

Learning outcomes	As part of the governance and scrutiny role, demonstrate an ability to:
	1) Understand the legal, policy and professional context for safeguarding
	2) Understand the respective roles and responsibilities of partners
	3) Provide effective strategic leadership for safeguarding as a partnership
	4) Provide effective strategic leadership for safeguarding internally
	5) Understand and respond effectively to Care Act 2014 statutory duties
	6) Hold local agencies to account for their safeguarding work
	7) Ensure serious cases are reviewed and lessons learned
	8) Ensure learning is applied in practice
	9) Promote person centred and outcome based approaches
Target audiences	Local Safeguarding Adult Boards
	Member organisations' safeguarding committees and governance boards
	Senior management teams
	Chief officers
	Members
Content	Legal, policy, professional context for adult safeguarding
	Role of the LSAB
	Roles and responsibilities of partners
	Care Act 2014 safeguarding provisions and statutory duties
	Board governance arrangements
	Scrutiny and key questions
	Horizon scanning
	Sector led improvement frameworks

	Peer Challenge Quality Assurance Framework Learning and Review Framework Safeguarding Adult Reviews Making Safeguarding Personal
Suggested delivery methods	Multi agency delivery: seminars, workshops, case study material, practice guidance, policy and practice bulletin, HSAB website, Communities of Practice and Knowledge Hub. webinars

Business Support

Function: To provide effective administrative support to ensure an efficient safeguarding process

Learning outcomes	Competence in: 1) Arranging safeguarding meetings 2) Taking accurate, well written minutes of safeguarding meetings 3) Maintaining accurate records and information governance 4) Understanding of the Data Protection Act 1998 5) Understanding of relevant internal policies and procedures
Target audiences	Business support/administrative staff in operational teams who will be asked to manage the administration of safeguarding activity
Content	- Basic safeguarding awareness - Minute taking - Recording and information governance
Suggested delivery methods	Single agency delivery: E Learning, briefings, meeting templates, practice exercises and case studies

7. Implementation

7.1   Individual organisations will be responsible for the implementation within their own agency including mapping specific staff roles against the generic role types and functions described in section six.

7.2   Individual organisations are encouraged to use this framework to benchmark their current training provision around adult safeguarding and to use the content to develop single agency provision.

7.3   A multi agency learning and development delivery plan and programme will be developed and rolled out by each LSAB over 2015/16. This will include the development of standardised resources and materials in order to promote consistency.

7.4   The impact and effectiveness of the Strategy and any multi agency learning and development provision will be monitored and evaluated and the information gained will be used to develop and enhance these arrangements.