



TRAINING STRATEGY 2022-2025

Agreed at the KSAB meeting on 21st July 2022

1. Introduction

Safeguarding and the protection of adults at risk is everyone's responsibility whether in the context of statutory services or a voluntary community network.

One of the key elements of effective safeguarding and prevention of abuse is that staff and volunteers across all agencies and services have a clear understanding of their individual and their agency's roles and responsibilities and are able to undertake these in an effective manner. This includes being able to recognise when an adult at risk may require safeguarding and knowing what to do in response to concerns.

Volunteers, practitioners and managers must also be able to work effectively with others, both within their own agency and across organisational boundaries. It is therefore widely understood that this will best be achieved by a combination of single and inter-agency training.

However, it is clear from several key pieces of research, that training on its own is not the only route to reducing the instances of abuse in particular settings. Quality audits and effective supervision are other means to achieving this goal. The Independent Safeguarding Authority (ISA) has found no specific evidence to suggest a shortfall in the training of those referred to its vetting/barring list to protect those at risk of abuse. Therefore, the KSAB views training as only one key strand to prevention and effective management of adult protection.

The current version of the London multi-agency Safeguarding Adults policy and procedures will underpin all adult safeguarding training.

This 2022 - 2025 training strategy will recognise what has been achieved as a result of previous strategies and build on them to develop further develop the skills and abilities of staff and volunteers working across all relevant sectors in the borough. In summary this strategy aims to support the delivery of the KSAB vision:

‘Our vision is for individuals within the community of Kingston to be able to live a life free from abuse and neglect’

The key principles that both underpin and enable this vision are:

- Empowerment - presumption of person led decisions and informed consent.
- Prevention - it is better to take action before harm occurs.
- Proportionality - proportionate and least intrusive response appropriate to the risk presented.
- Protection - support and representation for those in greatest need.
- Partnerships - local solutions through services working with their communities.
- Accountability - accountability and transparency in delivering services.

2. National and local context

The Care Act 2014 statutory guidance is clear that SABs have responsibility for ensuring safe recruitment and training for staff and volunteers. Specifically, the guidance states:

- *that the SAB should ensure that relevant partners provide training for staff and volunteers on the policy, procedures and professional practices that are in place locally, which reflects their roles and responsibilities in safeguarding adult arrangements. Employers, student bodies and voluntary organisations should also undertake this, recognising their critical role in preventing and detecting abuse. This should include:*
- *basic mandatory induction training with respect to awareness of spotting signs of abuse and the duty to report*

- *more detailed awareness training, including training on recognition of abuse and responsibilities with respect to the procedures in their particular agency*
- *specialist training for those who will be undertaking enquiries, and managers; and, training for elected members and others for example, HealthWatch members*
- *post qualifying or advanced training for those who work with more complex enquiries and responses or who act as their organisation's expert in a particular field, for example in relation to legal or social work, those who provide medical or nursing advice to the organisation or the Board*
- *Training should take place at all levels in an organisation and be updated regularly to reflect current best practice. To ensure that practice is consistent – no staff group should be excluded. Training should include issues relating to staff safety within a Health and Safety framework and also include volunteers. In a context of personalisation, boards should seek assurances that directly employed staff (for example, Personal Assistants) have access to training and advice on safeguarding.*
- *Training should be continuous and should be provided as a rolling programme. Whilst training may be undertaken on a joint basis and the SAB has an overview of the standards and content, it is the responsibility of each organisation to ensure the effective delivery of safeguarding training to its own staff.*

SABs are further charged with identifying mechanisms for monitoring and reviewing the implementation and impact of policy and training CA guidance. They are also encouraged to

- *promote multi-agency training and consider any specialist training that may be required. Consider any scope to jointly commission some training with other partnerships, such as the Community Safety Partnership*
- *assess the impact of training carried out in this area and analysis of future need;*

In respect of learning from SARs, the SAB is required

- *to ensure that there should be a culture of continuous learning and improvement across the organisations that work together to safeguard and promote the wellbeing and empowerment of adults, identifying opportunities to draw on what works and promote good practice*

Local context

KSAB is now well established and meets the expectations of both legislation and local policy imperatives. Externally reviewed in 2021, and emerging from the national pandemic, KSAB aims to promote a culture of continual quality improvement, and the training strategy is a key component of realising that ambition.

KSAB supports a well-established Health Service, Police and Local Authority partnership that also includes significant voluntary sector participation. In addition KSAB also recognises the input of private sector providers who directly care for and support adults with assessed needs.

The strategy recognises the adult safeguarding community involves service commissioners, referral and assessment services, a wide range of large and small providers of services, and the wider voluntary sector. Whatever the service focus, whether healthcare, emergency services, adult social care, residential and nursing care and community support, all agencies have a responsibility to contribute to achieving the KSAB vision. The strategy also takes into account the fact that these agencies will each have their own training plans, and in some cases will be independently inspected by, for example, the CQC or the agencies own statutory inspectorate. Inspections will identify the level of compliance with training requirements and impact.

This training strategy therefore aims to support KSAB's principles and values to:

- Enable and support the communities and workforce of Kingston to embed a safeguarding culture.
- Strengthen wider partnership and promote active inter-agency collaboration.
- Enable the sharing of lessons learned and promote consistent and effective practice
- Develop a work programme and range of activities to deliver the strategic objectives set out in the Business and Annual Work Plan

The most recently published annual report of KSAB's work and priorities can be downloaded here:

<https://moderngov.kingston.gov.uk/documents/s91381/FINAL%20AR%20201920.pdf>

The following links relate to annual safeguarding reports, policy documents and other service details from commissioners and key local providers:

<https://kingstonhospital.nhs.uk/wp-content/uploads/2020/11/Enc-G-Combined-KHFT-Safeguarding-Annual-Report-TB-Dec-2020.pdf>

<https://swlondonccg.nhs.uk/wp-content/uploads/2020/12/SWLCCGCL03-Safeguarding-Adults-Policy-v1.0.pdf>

3. KSAB's approach to training

KSAB recognises the importance of workers and volunteers that are properly trained, skilled, supported and developed throughout their career so that they can deliver safe, quality services that support prevention and respond effectively and with confidence to any allegations of significant harm.

KSAB is committed to supporting the training and development of staff and volunteers across all the partner agencies.

Consequently, KSAB's Training Strategy will focus on the continued development of multi-agency training and will also support partners to ensure that they fulfil responsibilities towards the development of their workforce.

KSAB will also support and promote a wide range of training opportunities such as e-learning which has come to more prominence during the Covid-19 pandemic. Its development, as reported to the Board has shown how effective and efficient this model can be. In addition the Subject Expert Programme had brought to wider attention a range of specialist topics that have enhanced more general safeguarding training. 'Train the trainer' sessions are also a means to ensure the widest possible range of approaches are available to meet the training/development needs of all relevant staff and volunteers.

To support its approach, KSAB will continue to publicise and promote its multi-agency training and other events as widely as possible and will continue to provide them free of charge.

KSAB recognises its partnership responsibilities and the opportunities these also offer. For example, KSAB will always seek to co-ordinate reciprocal training arrangements with key local partners e.g. Kingston Safeguarding Children's Partnership (as well as those in other local authority areas) to ensure that everyone can benefit from training and development opportunities that are multi-agency in their delivery and focus. KSAB will also endeavour to ensure full inclusion by recognising the diversity of the local population and the range of preferred learning styles.

Multi-agency training has been shown to be very effective in promoting confident working relationships, preventing professional prejudice and enabling mutual understanding of roles and responsibilities.

4. Aims of the Training Strategy

The KSAB Safeguarding Adults Training Strategy aims to:

- for the local authority, further develop and embed the Bournemouth University competencies as the basis for ongoing training programmes;
- for NHS providers, sustain the application of the RCN inter-collegiate competence framework as the basis for ongoing training;
- build on the developmental and training needs of Social Workers and Care Managers (across the partnership) who have already developed a specialism within the field of safeguarding adults;
- Identify and meet the training needs of the wider health and social care workforce in Kingston (including volunteers) in a planned way that recognises skill levels, competency and delivery schedules;
- equip those (including members of the community) who have any contact with potential adults at risk with the necessary skills to respond appropriately;
- monitor the delivery of a consistent model of quality inter-agency training practice;
- develop KSAB's ability to use statistical information to inform and target future training and development needs;

- ensure that all training provided takes due account of developments indicated by research, learning, good practice and legislation (both locally and nationally);
- review training options regularly (how often?0 to ensure quality and impact based on feedback;
- ensure that partnership funding is available to support the training needs identified;
- ensure that training is provided in an anti-discriminatory way such so that it is available to all relevant staff and volunteers and recognises the particular vulnerabilities of particular communities within Kingston.

5. Documents that have informed the Training Strategy

The following list of documents is not exhaustive but represent key texts that have informed policy and practice at a national and local level.

- The Care Act, 2014.

<https://www.legislation.gov.uk/ukpga/2014/23/part/1/crossheading/safeguarding-adults-at-risk-of-abuse-or-neglect/enacted>

- The Care Act, 2014 Statutory Guidance published in 2014, and 2022 edition.

<https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

<https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance-2022>

- NHS practice guide, 2017

<https://www.england.nhs.uk/wp-content/uploads/2017/02/adult-pocket-guide.pdf>

- Government review of Making Safeguarding Personal, 2018

<https://www.local.gov.uk/sites/default/files/documents/msp-outcomes-framework-final-report-may-2018.pdf>

- ADASS guidance, 2005. (This is a historic text that builds on the principles set out in 'No Secrets' (2000) which specified a series of single and multi-agency practice standards that still have relevance)

<https://www.adass.org.uk/adassmedia/stories/publications/guidance/safe-guarding.pdf>

6. Other Research that has informed the Training Strategy

Successful implementation of this strategy is reliant on sector managers and training leads keeping up to date with current research pertinent to their area of expertise and organisational responsibility. For example, in 2021/22 training plans have been informed by:

- Research published by the Ann Craft Trust on a variety of topics:

<https://www.anncrafttrust.org/research/>

- Responding to the challenges of Covid 19:

<https://www.researchinpractice.org.uk/adults/news-views/2021/july/exploring-the-impact-that-covid-19-has-had-on-adult-safeguarding-and-social-care/>

- Consideration of how to prevent institutional abuse and neglect in care homes:

<https://www.nice.org.uk/guidance/ng189/chapter/Recommendations-for-research>

- Safeguarding Adults Review Library maintained by SCIE. This resource is designed to support SABs to commission, conduct and quality assure SARS, with the aim of contributing to organisational learning

<https://www.scie.org.uk/safeguarding/adults/reviews/library/>

- Policy and practice updates published by SCIE:

https://www.scie.org.uk/consultancy/research?gclid=Cj0KCQjwheyUBhD-ARIsAHJNM-M6Xrq8G-aDNM76p0jA6O8t-hqHfjqtv7AbzjuMj5L4EpExyWdq_xoaArizEALw_wcB

Each quarter, KSAB receives local statistical data concerning safeguarding referrals, S42 inquiries, referral sources, categories of abuse and characteristics of subjects of referral. The training subgroup uses this information to plot trends that may require a training response.

7. Reviewing the previous Training Strategy

Given the passage of time since the publication of the previous strategy in 2016, and the significant practice changes as a result of the Covid pandemic, this new strategy provides a fresh baseline to assess impact.

8. Delivery and Implementation

KSAB, working as a partnership of statutory agencies and key service providers, retains responsibility for ensuring the planning, commissioning and delivery of multi-agency training. In addition, KSAB regularly seeks assurance that all partners are maintaining their own training programmes, and in 2020 and 2021, through the Training Subgroup, carried out surveys to check levels of delivery and compliance during the Covid pandemic.

KSAB delegates operational responsibility for the work described above to the Training Subgroup. The subgroup meets quarterly and addresses training and workforce development issues that arise and are best addressed through SAB members' input. It also works on specific projects relating to training on behalf of the SAB.

In June 2022, it is chaired by a Healthwatch Kingston representative and meets quarterly. Membership includes representation from the statutory partner agencies, Your Healthcare, Southwest London & St Georges Mental Health Trust, Kingston CCG, Kingston & Richmond Safeguarding Children's Partnership and the local authority.

The Training Subgroup commends a wide range of training methods that partner agencies will incorporate in their programmes according to their own requirements. These include e-learning, directly delivered courses, mentoring, work shadowing and externally provided specialist course targeted towards particular staff and managers. This strategy notes, for

example, the work of the Learning and Development team within local authority and the Core learning hub partnership with SCIE

For training delivered directly by the partnership, and as described above, the prime focus will be in the following areas:

- Basic awareness training for voluntary sector organisations
- Train the trainer courses to boost training capacity
- Multi-agency subject expert presentations on topics of local relevance
- Supporting the further roll-out of comprehensive 7-minute briefing programmes for staff from partner agencies

Training standards

KSAB expects single agency, multi-agency and cross partnership training to meet a set of minimum standards as set out below:

- Training will be delivered by trainers who are skilled and knowledgeable about safeguarding and promote the welfare of adults.
- Course programme content will always be informed by the experience of service users and carers who have been involved within safeguarding processes,
- Training will emphasise and address issues of equality, diversity and inclusion
- Training will be evidence-based, informed by lessons from safeguarding adult reviews, research and local and national developments.
- Learning will be tailored to suit the target audience of the course being delivered and will utilise a variety of training methods. Exercises, examples and case scenarios will reflect the disciplines/groups to which it is being delivered, in order to maximise understanding and learning.
- Training will endeavour to support, explore, and manage emotional responses that safeguarding adults training can evoke.
- Training will be regularly reviewed to ensure that it meets the agreed learning outcomes.

9. Developing and maintaining the National Competency Framework for Safeguarding Adults and the RCN inter-collegiate document

The strategy anticipates that these two key training framework documents will continue to form the basis for planning safeguarding training across the partnership.

The National Competency Framework for Safeguarding Adults was first developed by Bournemouth University in 2010. It has been amended and updated since to take into account policy and practice changes as well as key legislative requirements stemming from the Care Act 2014. In summary it identifies groups of staff and volunteers, what level of training they require and the anticipated competencies they should attain. KSAB has recommended the application of the Framework to partners as the basis for planning and commissioning their own training and will continue to do so for the duration of this strategy. A concise version of the Framework confirms that:

The aim of this document is to outline the competencies within the workforce to allow staff and volunteers ensure the safety and protection of adults at risk of or experiencing abuse and/ or neglect (adult at risk). It offers a clear framework of these competencies within varied roles where you may work with an adult at risk. The framework will aid staff supervisors and team leaders to use identifiable standards to measure the competencies of staff, record appropriate evidence and have a framework as to the achievable outcomes for the development of staff and volunteers.

The Framework divides the Adult Safeguarding workforce into 4 staff groups, with illustrative job titles. Each staff group is assigned a set of competencies that they must be able to demonstrate, proportionate and relevant to their organisational role.

The concise version can be accessed here:

<http://eprints.bournemouth.ac.uk/33831/1/Concise-National-Competency-Safeguarding-Framework.pdf>

The inter-collegiate RCN document that sets out minimum training standards expected for health service staff in particular was first published in 2018. In its introduction it states:

This document has been produced by intercollegiate endeavour and is intended to have relevance to all health care professionals and social care

colleagues. It is designed to be used in all organisations that provide or commission health care for adults regardless of sector, setting or size.

It focuses on the knowledge and skills required to undertake this important and core role.

Like the Bournemouth Competencies framework, the RCN document divides the workforce into 5 levels with role descriptors. It also specifies the training required by Chief Executives, non-executive directors and board members. It can be accessed via the link below:

<https://www.rcn.org.uk/Professional-Development/publications/adult-safeguarding-roles-and-competencies-for-health-care-staff-uk-pub-007-069>

10. Examples of non-NHS or local authority organisational training expectations

The Metropolitan Police in south-west London have provided this statement to underline their organisational commitment to adult safeguarding training:

'The MPS and SW- BCU put safeguarding at the heart of all of our work. Although the MPS does not have a dedicated Vulnerable Adults training programme, many compulsory and developmental training courses do help staff learn about the importance of Safeguarding. This is important right from our initial training for new staff through to our specialist courses dealing with vulnerable victims and complex investigations.'

Likewise, the Probation Service have made the following commitment:

'All Probation Practitioners in England and Wales are expected to complete the mandatory safeguarding adult learning programme. The aim of this is to enable HMPPS staff to carry out their duties effectively when identifying and responding to adult safeguarding concerns. Completion of this is reviewed in the practitioner's annual appraisal meeting'

11. Additional courses relevant to Adult Safeguarding

This strategy recognises that there are a range of multi-disciplinary training topics that provide additional essential knowledge and skills for volunteers, organisational employees, practitioners and managers as appropriate. They serve to enhance professional knowledge and safe practice across the Adult Safeguarding partnership in Kingston. Given their more specialist nature, they may be delivered by a range of lead agencies. These include:

- Mental Capacity Act 2005
- Deprivation of Liberty Standards 2009
- Prevent radicalisation and anti-terrorism training
- Domestic Abuse Act 2021
- Contextual Safeguarding – in partnership with the Children’s Safeguarding Partnership
- Making Safeguarding Personal
- Modern Slavery
- Child protection and child sexual exploitation
- On-line abuse and bullying.

The Board strongly commends attendance at these courses by members of the Adult Safeguarding workforce.

12. Evaluation

In order to sustain continuous practice improvement and keep adults in Kingston safe from harm, it is essential to embed mechanisms which enable proper review of delivery arrangements and organisational compliance as well as assess impact.

All partner organisations are committed to:

- Publishing internally an annual safeguarding training programme that includes adult safeguarding in line with either the National

Competency Framework or the RCN competency framework, or their own professional standards.

- Gathering feedback following attendance at any training sessions through evaluation sheets or online surveys submitted by course delegates which will be analysed by the relevant learning and development/training department.
- Collecting statistical data relating to staff compliance in attending and completing training via any route including e-learning.
- Providing data on request to the Training subgroup

The Training Subgroup does not wish to create an additional level of burdensome audit. Instead, the subgroup will review the training information supplied by the existing self-assessment process that is already familiar across the partnership. The aim of this exercise will be to provide the Board with reasonable assurance that training standards are being continuously maintained.

The Training Strategy itself will be reviewed and its impact assessed by the Training Subgroup on a regular basis.