



## OLDHAM SAFEGUARDING ADULTS BOARD

# Multi-Agency Safeguarding Training and Workforce Development Strategy 2023-24



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# INTRODUCTION

## Background

*“There should be a culture of continuous learning and improvement across 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” (Care Act 2014)*

Oldham Safeguarding Adults Board (OSAB) has a statutory duty to lead multi-agency safeguarding practice in Oldham. The Care Act states that Safeguarding Adults Boards must promote multi-agency training, consider any specialist training that may be required, and consider any scope to jointly commission training.

Effective safeguarding depends on staff and volunteers across all agencies having a clear understanding of their individual roles and responsibilities. This includes the ability to recognise when an adult at risk may require safeguarding as well as the knowledge and skills to respond effectively. OSAB has committed to ensuring that everyone working with adults at risk in our community, has the right skills and knowledge, to provide the right support and interventions to protect them from harm.

OSAB has committed to ensuring that its partner agencies provide training for their staff and volunteers on legislation, policies, procedures, and professional practices that reflect the local safeguarding adult arrangements.

## Purpose

This multi-agency training strategy sets out OSAB’s 2023-24 training priorities and aims to achieve a consistent level of understanding and competency in adult safeguarding practice across agencies in Oldham.

The strategy combines two of the Board’s key functions:

- Assurance and oversight of mandatory safeguarding training provided by individual agencies.
- The coordination, development and provision of multi-agency training designed to embed national legislation and local policies and procedures into effective safeguarding practice.

## Multi-Agency Training Objectives

Learning from Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHRs) shows that the key to successful safeguarding is the ability to work effectively in multi-disciplinary and multi-agency settings. Multi-agency group training promotes better inter-agency working and understanding of how working as a multi-agency team provides the best opportunity for positive outcomes.

OSAB provides multi-agency training in recognition of the value of working collaboratively with others and valuing different roles, knowledge, and skills.

Through the delivery of multi-agency training OSAB’s objective is to develop and maintain:

- Improved communications and information sharing between professionals including a common understanding of key terms, definitions, and thresholds for action.
- More effective and integrated services at both strategic and individual case level.
- A shared understanding of the tasks, processes, principles, roles, and responsibilities outlined in national guidance and local arrangements for safeguarding adults at risk and promoting their welfare.
- Effective working relationships, including an ability to work in multi-disciplinary groups or teams.
- Learning from local case reviews or serious incidents.

## OSAB Workforce Development Subgroup

This strategy has been produced by the multi-agency OSAB Policy, Procedure and Workforce Development Subgroup which reports to the OSAB Statutory Leadership Group.

The Subgroup brings together representatives from small and large voluntary agencies and large statutory organisations to maximise available resources for developing the Safeguarding Adults workforce in Oldham through sharing information, ideas, expertise and experience and pooling staff resources, as appropriate.

The information on the right highlights the Subgroup's successes in 2022-23.

Members of the Subgroup are tasked with leading the promotion of the OSAB safeguarding training course programme to local practitioners. In addition, the latest course programme is accessible to all agency employees and volunteers via the [OSAB website](#) and promoted via regular emails, the OSAB website's news feed, fortnightly bulletins, and social media.

The Subgroup led the development of a training needs survey and asked representatives from all OSAB partner agencies to provide responses in order to inform future Subgroup work and to inform development of this strategy for 2023-24. Through the results of the survey, the Subgroup received appropriate assurance in relation to mandatory safeguarding training provided by individual agencies.

OSAB would like to thank the members of the Policy, Procedure and Workforce Development Subgroup for progressing the Board's multi-agency training over the last year and for their ongoing commitment.

### Multi-Agency Training Feedback

The multi-agency training on offer during 2022-23 was very well received.

*"The course was delivered very well. I find it useful to have somebody with [the trainer's] experience delivering as [they were] able to provide detailed answers to questions."*

*"[The course was] informative, accessible, and enjoyable whilst learning. A good piece of training."*

*"I feel the training [was] essential [and] was really interesting and enjoyable, Thanks!"*

## 2022-23 Successes

The Subgroup led on the design, delivery, and evaluation of all OSAB multi-agency training activities, ensuring that individual sessions were evidence-based and informed by research, enquiry and lessons learnt from local case reviews. In 2022-23, this included the development of eight new multi-agency training packages:

- Opening Doors: Domestic Abuse
- How to Make a Safeguarding Adult Referral
- Understanding Modern Slavery and Human Trafficking
- Risk Management in Oldham: Team Around the Adult (TAA) and the Tiered Risk Assessment and Management (TRAM) Protocol
- Learning From SARs 'Derek' - Risk Management, Carers & Long Term Health Conditions
- Introduction to Multi Agency Public Protection Arrangements (MAPPA)
- Learning From SARs - Alcohol Dependent Adults and the case of Stephanie
- Early Break – Integrated Substance Misuse and Sexual Health Service.

In total, twelve different multi-agency training packages were delivered multiple times by a dedicated pool of voluntary multi-agency trainers. In 2022-23, OSAB training was provided by representatives from Adult Social Care, Greater Manchester Police, Pennine Care NHS Foundation Trust, NHS Greater Manchester Integrated Care, the IDVA/Domestic Abuse team, the Probation Service, Early Break and the OSAB Business Unit.

Oldham practitioners were also invited to attend training hosted by Salford Safeguarding Adults Board in relation to 'Exploitation in the form of Predatory Marriage'.

In 2022-23, 837 professionals representing 45 different services attended OSAB training sessions. Both of these figures almost doubled compared to the previous year (in 2021-22, 431 professionals attended, representing 23 different services).

# LOCAL CONTEXT

## Our Vision

OSAB is a partnership of organisations whose aims are to work together to protect and enable adults to live safely. This means helping people to make decisions about the risks they face in their own lives and safeguard those who lack the capacity to make these decisions.

To achieve these aims the Board has adopted the following vision:

### OSAB VISION

Our vision is for the people of Oldham to live safely, free from abuse and neglect, supported by co-operative communities and organisations which:

- Do not tolerate abuse and neglect.
- Champion Making Safeguarding Personal.
- Work preventatively through early identification of new safeguarding issues.
- Share Information effectively.
- Deliver excellent practice as the norm.
- Ensure that the public feel confident that adults are protected, and
- Where partner agencies promote and embed a culture of continuous improvement

This strategy is integral to the delivery of OSAB’s business planning process. As well as embedding national legislation, the training framework translates learning and recommendations from Oldham’s SARs and DHRs into multi-agency safeguarding practice.

As such this document should be read in conjunction with OSAB’s [Three-Year Strategy \(2021-2024\)](#) and [Annual Reports](#).

## Strengths-Based Working and Making Safeguarding Personal

The principles of Making Safeguarding Personal and Strengths-Based Working are central to the provision of OSAB workforce development. All OSAB training courses and resources are designed to help practitioners recognise and work with people’s strengths, protect their human rights, and work alongside individuals to ensure choice and control over their situation. To help achieve this individuals, carers and families will be involved in the development of training where possible, and resources will be designed to capture people’s lived experiences. The six national principles that govern adult safeguarding also form the basis of OSAB workforce development and training:



### Empowerment

people being supported and encouraged to make their own decisions and give informed consent



### Prevention

it is better to take action before harm occurs



### Proportionality

the least intrusive response appropriate to the risk presented



### Protection

support and representation for those in greatest need



### Partnership

local solutions through services and communities working together



### Accountability

accountability and transparency in the delivery of safeguarding.

## OUR APPROACH

### Flexible Learning

This strategy is designed to offer a framework of learning options ranging from classroom-based training opportunities, e-learning, podcasts, briefings, Learning Hub workshops, and reflective practice. This recognises that the most effective way to communicate learning is by offering a mix of formal and informal training that reflects different learning styles, workload demands and desired outcomes.

In addition to training courses, the [OSAB website](#) has a range of informal learning resources including 7-Minute Briefings related to key safeguarding topics, Policy Grab guides, e-learning resources, and Podcasts. The website also has a library of e-learning resources and free training.

Our approach also ensures that learning can be adjusted to reflect the capacity of smaller voluntary organisations and offer training that is proportionate to the different safeguarding roles and responsibilities of each service.

Flexible learning has become even more essential in recent years as the impact of the Coronavirus Pandemic forced training previously offered through classroom-based session to be delivered remotely via online platforms.

### Safeguarding Competency Framework

To promote consistent safeguarding practice across agencies in Oldham, OSAB has adopted the Safeguarding Competency Framework developed by Bournemouth University and endorsed by the Social Care Institute for Excellence (SCIE), Learn to Care and Skills for Care.

The Competency Framework provides staff, volunteers, and employers with a benchmark for the minimum standards of competency required of those who work to safeguard adults. However, in recognition of the different safeguarding roles and responsibilities of organisations covered by this Strategy, **the Competency Framework is not a mandatory requirement.** It is designed to provide a good practice guide and offers teams the tools to develop their own bespoke training plans (see Appendix 1).

### What does it involve?

This multi-agency framework is designed to operate alongside single-agency training plans. The aim is to offer resources that build on the existing skills and knowledge of practitioners as well as a competency framework designed to benchmark safeguarding practice.

This learning framework includes:

- Training priorities covering national safeguarding legislation and local policy designed to improve multi-agency safeguarding practice.
- Training priorities for lunch and learn taster sessions that act as an introduction to more in-depth and specialist safeguarding training.
- Information on reciprocal training arrangements with other partnerships including the Oldham Safeguarding Children Partnership (OSCP) and Oldham Drug and Alcohol Partnership Group.
- Mechanisms to review training quality.
- Best practice guidance to benchmark minimum standards of competency for those who work to safeguard adults.
- Annual audit process to request assurance on mandatory single-agency safeguarding training.

The Policy, Procedure and Workforce Development Subgroup will be responsible for the implementation of the 2023-24 Strategy. They will also work with the Statutory Leadership Group to ensure OSAB members honour their commitment to:

- Open up single-agency training to partner agencies wherever possible
- Contribute to train the trainer programmes and actively take part in processes to cascade multi-agency learning
- Lead multi-agency training sessions as part of the Subgroup's multi-agency training rota.

Working jointly with the Oldham Safeguarding Children Partnership and the PR and Communications Subgroup, the Subgroup will ensure that formal and informal training and learning opportunities are actively promoted across all agencies and offered through a range of accessible formats.

## OUR PRIORITIES

### OSAB Training Priorities

The following training priorities have been identified from the Safeguarding Learning Needs Survey feedback, SAR and DHR learning, national legislation, and OSAB's strategic priorities. OSAB's training priorities for 2023-24 are:

#### 1. Risk Management in Oldham: Team Around the Adult (TAA) and the Tiered Risk Assessment and Management (TRAM) Protocol

The embedding of the cultural change that the TRAM Protocol represents is an OSAB business priority. This training is for practitioners and managers who are involved in TAAs and the management of cases involving significant risk of harm or abuse. The course will equip individuals with the knowledge, skills, and confidence to chair and contribute to TAA meetings, understand data sharing legislation and local agreements, manage challenging issues and record decisions.

#### 2. Mental Capacity Act (MCA) - Awareness Training + Putting the MCA into Practice Training

Improving legal literacy around the MCA is an OSAB business priority. This training is essential for partners to understand the application of the national legislation and in response to learning identified in several Oldham SARs. MCA training is for anyone who has contact with adults at risk and needs to be aware of situations involving capacity and what to do if they have concerns.

#### 3. Complex Safeguarding and Exploitation

Ensuring consistent practice across the system in relation to Modern Slavery, Criminal Exploitation, Sexual Exploitation, Cuckooing and Financial Abuse is an OSAB business priority. Following the development and promotion of important practitioner guidance, multi-agency workforce development opportunities will be offered to practitioners working with all ages.

#### 4. Professional Curiosity and Unconscious Bias

Unconscious Bias and professional curiosity have been identified as a local gap in training by partner agencies and have also been identified in several Oldham's SARs. This training will be designed to complement training on the TRAM Protocol.

#### 5. Safeguarding Transitions

Following approval of a joint adults and children's Transitions Policy designed to respond to learning

identified in recent cases and SARs, OSAB and OSCP will prioritise the embedding of the new processes through training for staff working across the partnership and with all ages, delivered by those responsible for developing the processes.

#### 6. How to Make a Safeguarding Adult Referral

The need for timely reporting and escalation of a safeguarding concern is a recommendation from several Oldham SARs. A new briefing has been developed for 'Making a Safeguarding Adult Referral' and the accompanying training will continue to be offered.

#### 7. Trauma Informed Practice

The need to increase practitioner awareness of ways of working and practical strategies to support people who have experienced traumatic events through trauma informed practice has been recognised as an OSAB business priority. New resources will be developed to support multi-agency training.

#### 8. Self-Neglect and Hoarding

Several partner agencies highlighted awareness of hoarding and self-neglect as a key training need for their practitioners. This training will allow attendees to familiarise themselves with the OSAB strategy and guidance for self-neglect and hoarding and to provide learning opportunities to apply the guidance to practice.

### Other Workforce Development Opportunities for 2023-24

OSAB works alongside OSCP in relation to cross cutting safeguarding themes. As a result, the following courses are open to members of both Boards and hosted through the children's training team:

- Domestic Abuse and MARAC
- No Recourse to Public Funds
- Safer Recruitment
- So Called Honour Based Violence
- Professional Challenge.

OSAB partners with Oldham Drug and Alcohol Partnership Group to ensure practitioners from partner agencies have the opportunity to attend essential 'Blue Light' training aimed at those who encounter people with problematic drinking.

OSAB will also work with key partners to host multi-agency briefing sessions about their services or new offers from services in order to clarify criteria and explain referral processes.

## Appendix 1: COMPETENCY FRAMEWORK FOR SAFEGUARDING ADULTS

### What is a competency?

A competency is a combination of the skills, knowledge and experience held by an individual. To be competent individuals need to be able to interpret a situation in its context, have a repertoire of possible actions to take and be trained to carry out these actions where relevant. Regardless of training, competency grows through experience and an individual's ability to learn and adapt.

### The Framework

The Competency Framework provides staff, volunteers, and employers with a benchmark for the minimum standards of competency required of those who work to safeguard adults across services in Oldham.

The Framework is made up of four Groups and lists the minimum competencies for each group. The framework should not be a burden for teams and services; it is

intended to be a helpful guide to **inform training and workforce development plans for teams**. It is not meant to be prescriptive or mandatory for individual staff. It is up to each partner organisation to decide who needs to complete which training and this will depend on individual safeguarding roles and responsibilities.

The competencies are set out below and have been mapped against OSAB's multi-agency training priorities and learning resources.

The OSAB Multi-Agency Training Calendar is kept up to date and has been made available on the [OSAB website](#) to show all upcoming training opportunities available to book. Participant feedback will be used to review the quality of training and learning resources.

For more information about learning resources please visit the Professional's [Resources and Guidance](#) pages on the OSAB website or to discuss ideas for future training and learning resources please email the OSAB Business Unit:

[Oldham.SafeguardingAdultsBoard@oldham.gov.uk](mailto:Oldham.SafeguardingAdultsBoard@oldham.gov.uk)

Staff Group	Target Group Description	Including, but not limited to:
1. Adult Safeguarding Awareness	Anyone who has any contact with adults at risk, who may need to identify abuse or neglect and to report concerns appropriately.	<ul style="list-style-type: none"> <li>• All staff and volunteers in health and social care</li> <li>• All frontline staff in Police, Fire and Rescue</li> <li>• Neighbourhood Teams and Housing</li> <li>• Clerical and Administration Staff</li> <li>• Domestic and Ancillary Staff</li> <li>• Health and Safety Officers</li> <li>• Elected Members</li> <li>• Charity trustees, staff, and volunteers</li> </ul>
2. Frontline Practitioners	People with a professional responsibility for safeguarding adults who must be able to act on concerns and apply national legislation and local policies and procedures. This group needs to work within an inter-or multi-agency context.	<ul style="list-style-type: none"> <li>• Social Workers</li> <li>• Nurses and Doctors</li> <li>• Frontline Managers</li> <li>• Integrated Team Managers</li> <li>• Managers in Health, Social Care and VCS Provider Services</li> <li>• Investigating Officers</li> </ul>
3. Specialist Safeguarding Roles	People undertaking Section 42 Enquiries.	<ul style="list-style-type: none"> <li>• Practitioners involved in safeguarding enquiries</li> <li>• Operational Managers</li> <li>• Heads of Assessment and Care Managers</li> <li>• Service Managers across health, social care, police, probation, and prison service</li> </ul>
4. Manager Roles and Responsibilities	People with strategic responsibility for policy and systems and work in an intra and inter-agency context	<ul style="list-style-type: none"> <li>• Head of Support Services</li> <li>• Heads of Services</li> <li>• Local Safeguarding Adult Boards</li> </ul>



## Oldham's Safeguarding Adult's Competency Framework: Group 1

Staff Group 1: Adult Safeguarding Awareness (NHS Level 1)		
	Competency	Training and Learning Opportunities
	AWARENESS	<p>Training and resources that would help staff to meet these competencies could include:</p> <ul style="list-style-type: none"> <li>• Single-Agency Safeguarding Training</li> <li>• How to make a Safeguarding Adult Referral Training</li> <li>• Mental Capacity Act (MCA) - Awareness Training</li> <li>• SAR 7-Minute Briefings</li> <li>• Unconscious Bias and Professional Curiosity Training</li> <li>• Domestic Abuse Training</li> <li>• Complex Safeguarding and Exploitation Training</li> <li>• Risk Management in Oldham Training: TAA and the TRAM Protocol</li> <li>• Adult Safeguarding Procedures Briefing</li> <li>• SCIE E-learning</li> </ul>
1	Understand and demonstrate what Adult Safeguarding is	
2	Recognise an adult potentially in need of Safeguarding and take appropriate action	
3	Understand dignity and respect	
	REPORTING	
4	Understand the procedures for making a 'Safeguarding Alert' and referral for a Carer's Assessment	
5	Have knowledge of policy, procedures and legislation that supports Safeguarding Adults activity	
6	Ensuring effective recording of discussions, decisions, and quality of safeguarding processes	

## Oldham's Safeguarding Adult's Competency Framework: Group 2

Staff Group 2: Frontline Practitioners (NHS Level 2 and 3)		
	Competency	Training and Learning Opportunities
	INFORM, INVOLVE and LISTEN	<p>Training and resources that would help staff to meet these competencies could include:</p> <ul style="list-style-type: none"> <li>• Single-Agency Safeguarding Training</li> <li>• Single-Agency Safeguarding Adult Manager Training</li> <li>• How to make a Safeguarding Adult Referral Training</li> <li>• Mental Capacity Act (MCA) - Awareness Training</li> <li>• SAR 7-Minute Briefings</li> <li>• Unconscious Bias and Professional Curiosity Training</li> <li>• Domestic Abuse Training</li> <li>• Complex Safeguarding and Exploitation Training</li> <li>• Risk Management in Oldham Training: TAA and the TRAM Protocol</li> <li>• Self-Neglect and Hoarding Training</li> <li>• Mentoring and Peer Practice Groups</li> <li>• Job Shadowing</li> <li>• Advocacy Awareness Sessions</li> </ul>
7	Ensure service users are informed and supported in their decision making around Safeguarding Adult concerns	
8	Ensure information is shared appropriately and all relevant partners are involved	
	RESPOND	
9	Understand the appropriate response including how to make the adult safe and different types of advocacy	
	REPORTING and RECORDING	
10	Maintaining accurate and complete records and achieving best evidence	
	MANAGE	
11	Managing safeguarding adult concerns and enquiries	
	LEGISLATION, POLICY and PROCEDURES	
12	Awareness and application of legislation, local and national policy and procedural frameworks including Making Safeguarding Personal	
	KNOWLEDGE and SKILLS	
13	Demonstrate skills and knowledge to contribute effectively to the safeguarding process	

## Oldham's Safeguarding Adult's Competency Framework: Staff Group 3

Staff Group 3: Specialist Safeguarding Roles (NHS Level 4)		
	Competency	Training and Learning Opportunities
	DEVELOP and PROMOTE	<p>Training and resources that would help staff to meet these competencies could include:</p> <ul style="list-style-type: none"> <li>• How to make a Safeguarding Adult Referral Training</li> <li>• Single-Agency Safeguarding Adult Manager Training</li> <li>• Putting the MCA into Practice Training</li> <li>• Unconscious Bias and Professional Curiosity Training</li> <li>• Risk Management in Oldham Training: TAA and the TRAM Protocol</li> <li>• Safeguarding Transitions Training</li> <li>• Mentoring and Peer Practice Groups</li> <li>• Job shadowing</li> <li>• Advocacy Awareness Sessions</li> </ul>
14	The provision of training and supervision to develop and promote Adult Safeguarding	
	ENGAGE	
15	Person centred practice and robust inter-agency and multi-agency systems to promote best practice	
	SUPPORT	
16	Support the development of robust internal systems to provide a consistent, high quality Safeguarding Adults service	
17	Chair Team Around the Adult meetings or discussions	
18	Ensure record systems are robust and fit for purpose	
19	Understand how to make the person safe and the different types of advocacy	

## Oldham's Safeguarding Adult's Competency Framework: Group 4

Staff Group 4: Manager Roles and Responsibilities (NHS Level 5)		
	Competency	Training and Learning Opportunities
	LEAD	Training and resources that would help staff to meet these competencies could include: <ul style="list-style-type: none"> <li>• How to make a Safeguarding Adult Referral Training</li> <li>• Single-Agency Safeguarding Adult Manager Training</li> <li>• Putting the MCA into Practice Training</li> <li>• Unconscious Bias and Professional Curiosity Training</li> <li>• Risk Management in Oldham Training: TAA and the TRAM Protocol</li> <li>• Safeguarding Transitions Training</li> <li>• Mentoring and Peer Practice Groups</li> <li>• Advocacy Awareness Sessions</li> </ul>
20	Lead the development of effective policy and procedures for safeguarding adult services in your organisation	
	STRATEGIC PLANNING IN LINE WITH SABs	
21	Ensure plans and targets for safeguarding adults are embedded in a strategic level across your organisation	
	DEVELOP and PROMOTE	
22	Develop and maintain systems to ensure those who use your services have involvement in the evaluation and development of your Safeguarding Adults services	
23	Promote awareness of Safeguarding Adults systems within your organisation and outside of your organisation	