

Adult Social Care Workforce Development Strategy for Slough

2020-2023



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1. Welcome and Introduction

The development of this strategy has been designed to empower the adult social care workforce in Slough to understand and respond to the challenges and opportunities it faces against a backdrop of a number of local, regional and national drivers. It sets out the vision for the adult social care workforce and aims to be a living document - one that is understood and owned by all partners.

This strategy aligns with Slough Borough Council's (SBC) adult social care strategy, which embraces a strengths based approach, enabling people with care and support needs to maximise their control and choices about how they live their lives. This means that where it is safe to do so, people will be supported to live as long as they are able in their own homes. However, when this is not possible, our approach is to enable them to remain as closely as possible to their family and community. To facilitate this, we need to have in place a local strong and resilient provider market committed to delivering high quality personalised support to the most vulnerable residents of Slough.

The strategy has been developed during a period of unprecedented global challenges resulting from COVID-19. The response to the pandemic has prompted successful and strengthened partnership working, bringing multi-agency partners and communities together to provide a coordinated response. We are proud of our achievements and want to continue to build on this and ensure our workforce remains committed to those core values of partnership working as well as continuing to deliver excellent standards to people accessing adult social care.

In the context of the recent uncertainty and challenge, the adult social care sector including the provider market has proved to be resilient and effective, winning greater public respect as a caring profession.

We want to continue to galvanise within this context by actively promoting and strengthening the wide and rewarding opportunities within social care at a time when employment is diminishing in other sectors. We see this as important in aiding our efforts to create a sustainable, strong and responsive provider market.

This strategy has been developed through our co-production approach which aligns to one of our strategic themes and priorities. We have worked closely with our workforce, our provider market, people that use services and other key stakeholders and are grateful for their contributions.

Alan Sinclair
Executive Director People (Adults)



2. Purpose of the strategy

This strategy sets out a three-year framework for adult social care in Slough, which will maximise the capacity, skills and competence of our workforce, with the aim of increasing stability and career opportunities within the sector.

This is in line with our ambitions within the Slough Adult Social Care Strategy to enable people to:

- Maintain their health and wellbeing
- Manage their own care and support needs
- Live independently in their own homes for as long as possible
- Have control over the support they receive
- Avoid hospital admission unless clinically necessary
- Be safe

This strategy is further aligned to:

- The council's [Five Year Plan 2020-2025](#)
- SBC's Our Futures programme with ambition to be a world class organisation serving the community
- Frimley Integrated Care and Support System (ICS) People Plan.(1)

3. The vision for Slough

The vision for Slough is to recruit and retain a highly skilled, responsive and confident sector wide social care workforce able to meet our statutory responsibilities including the Care Act 2014.

Our services and approach focus on prevention and early intervention through seeking strength-based individual and community-led innovative solutions. We will ensure meaningful person-centred support planning is at the heart of what we do to promote independence, choice and control. Our local workforce will be confident in their understanding and application of safeguarding procedures to ensure person-centred outcomes for people using services including our most vulnerable residents.

The adult social care workforce will understand and be committed to co-production through creating and maintaining strong and equal partnerships with residents seeking support as well as with our valued partner organisations.

This strategy and action plan reflects the priorities from our co-production network with regards to their vision of an adult social care workforce that:

- Listen to service users and family carers as the experts
- Embed the principles of co-production beyond service development as well as in direct work with service users and carers
- Demonstrate values and behaviours that enable them to foster good relationships with all service users and carers
- Have the right values and behaviours to deliver personalised support

As part of the action plan, we will work with partners including experts by experience on the following priorities identified by the Co production network:

- Develop and implement value-based recruitment
- Recognise and support staff with caring responsibilities
- Support the workforce with mental health wellbeing
- Develop asset-based approaches that enable adults with care and support needs to have more power and control of their own lives

The workforce in Slough will be equipped to contribute to the integrated service model operating within the health and social care system.

Our ambition is to have in place an ambitious adult social care workforce in Slough with the right values and behaviours to work creatively within our culturally rich and diverse town. Staff are our greatest asset and we will have in place opportunities for their development and career progression. This will help retain as well as attract highly skilled and committed individuals.

This strategy and action plan seeks to empower staff working across social care to feel confident to carry out a wide range of roles in different settings including our commissioned provider market through a range of learning and development opportunities. It is our ambition to have a diverse workforce that is representative of the residents we support. Staff working within adult social care in Slough will feel valued and committed ambassadors of the local adult social care workforce.

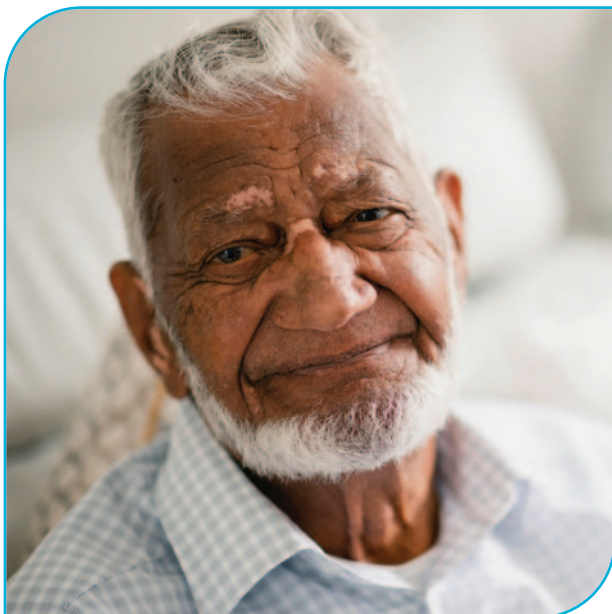
4. Scope

This strategy applies to our entire adult social care workforce namely:

- Local authority adult social care
- The independent and private sector
- Health staff working in jointly funded roles within the local authority
- Staff in the voluntary and community sector supporting those with social care needs
- Social care staff in health care settings
- Personal assistants, unpaid carers and families
- Volunteers working within adult social care settings.

It recognises the broad and diverse range of roles working within a range of community and residential settings, including care/support staff, personal assistants, social workers and assistants, occupational therapists and assistants as well as commissioners.

We recognise that we need to think about how we can attract and retain individuals who are at different points in their working lives from young people starting out in their careers to those that are more mature and transferring into social care after employment in other sectors.



5. Our approach

This strategy will have a plan in place (see Appendix 1) to address our challenges which include recruitment and retention of social care staff, budget constraints, and a changing and fragile provider market. It will help to create an environment whereby people are supported to live as safely and independently as possible in their own homes.

However where this is no longer possible, we need to ensure that alternative person-centred provision is in place tailored to individual needs. It is our intention to support the provider market to enable it to be responsive to our most vulnerable residents in Slough as well as being sustainable.

The plan to support the strategy will be a live document that reflects the views of the adult social care workforce, providers and people that use services, which includes the Slough co-production network and our partners within the Integrated Care and Support (ICS) system. It will be reviewed annually.

The strategy and action plan will be overseen by the adult social care workforce group which is accountable to the adult social care programme board and adult social care Departmental Management Team (DMT). The adult social care workforce group will feed into wider workforce groups across the ICS system.

6. National and local policy drivers

The strategy understands the policy and environmental drivers that surround the social care workforce. The council acknowledges that future drivers will develop, and it is the intention for this strategy to be flexible and responsive enough to be effective as our environment changes. The current drivers include:

National drivers

- [Care Act 2014](#)
- [Mental Capacity \(Amendment\) Act 2019](#)
- [Coronavirus Act 2020: Care Act Easements](#)
- [The Adult Social Care COVID-19 Winter plan 2020-2021](#)

- [NHS long term plan](#)
- [Social Work England regulation of social work education and professional standards for social work](#)
- [The Career Development Framework for Occupational Therapy \(OT\)](#)
- [Care Quality Commission \(CQC\) standards](#)
- [Standards for Employers of Social Workers and Supervision Framework](#)
- [Autism Capabilities Framework](#)
- [Learning Disability Capabilities Framework](#)
- [Safeguarding Capabilities Framework \(see Appendix 3\)](#)
- [Apprenticeship Reforms](#)
- [Public Health England Infection control guidance](#)
- [Mental Health Act 2017](#)

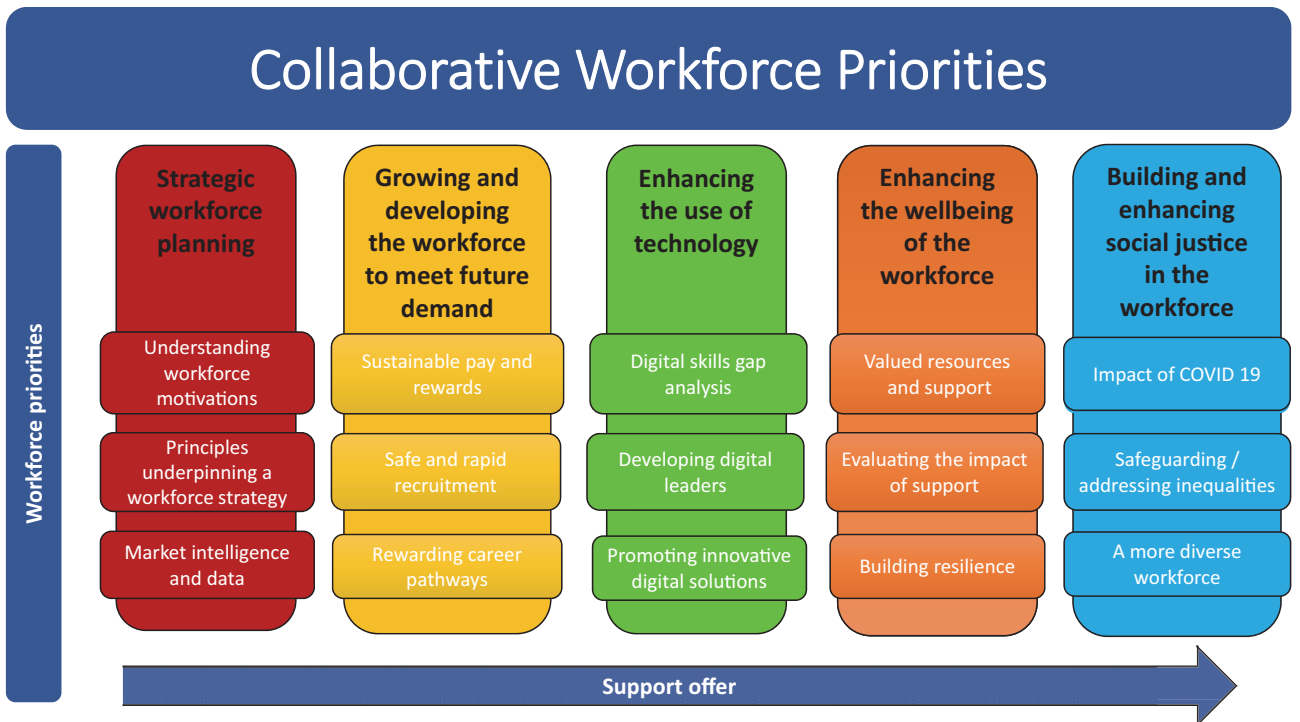
- [All Our Health 2019](#)
- [The Equalities Act 2010](#)

Liberty Protection Safeguards

New national arrangements for assessing and authorising a deprivation of liberty will be introduced through a phased implementation. Staff across the whole sector will need to receive training to ensure they understand and can comply with the new requirements.

National Priorities for the Adult Social Care Workforce

Skills for Care, The Association for the Directors of Adult Social Services (ADASS) and the Local Government Association (LGA) have identified collaboratively a number of priorities to support the adult social care workforce nationally for 2020-2025 which are as follows:



(Figure1: extract from a presentation at the ADASS Workforce Development Network 21 August 2020)

The strategic themes/priorities outlined in section 6 of this workforce strategy are aligned to the nationally agreed priorities.

Local drivers

- [The council’s Five Year Plan 2020-25](#)
- Frimley Health Integrated Care and Support System People plan
- Learning from Safeguarding Adults Reviews
- Responses to Brexit
- [Slough Joint Strategic Needs Assessment](#)
- The council’s Our Futures programme (2020-21)
- Practice models: for example, personalised support
- Local and national Covid-19 responses and recovery plans
- [Adult Social Care Market Position Statement 2020-2022](#)
- [The Slough Joint Carers Strategy 2016-2021](#)
- [Frimley Health and Care Strategic priorities](#)

7. Slough Adult Social Care Strategic Themes and Priorities

The following cross-cutting themes have been identified and align to the national priorities for the adult social care workforce, in addition to national and local drivers. We have reflected the views of our local stakeholders within these themes. A targeted work plan has been developed around these themes (see Appendix 1).



8. The Adult Social Care Workforce

A [Skills for Care Workforce Intelligence report](#) published in July 2020 shows workforce data from adult social care employers in 2018/19. Across England there are an estimated 18,500 organisations across 39,000 care providing locations, with an estimated 1.62 million jobs within the sector.

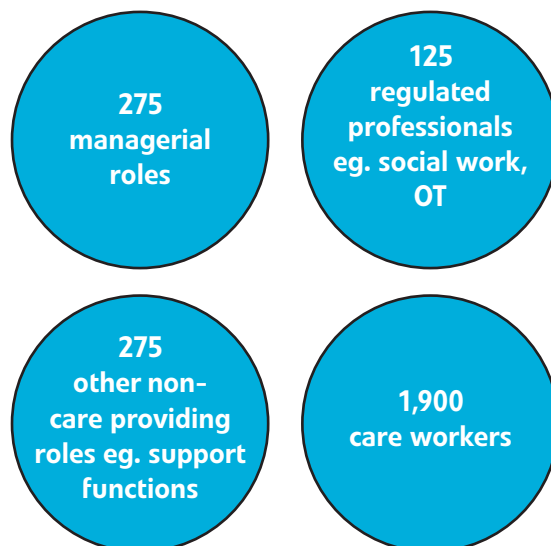
The data within the report highlighted that for [Slough](#) there were an estimated 3,200 jobs in adult social care which were broken down as follows:

Local authority	Independent sector providers	Those employed by recipients of direct payments
10%	77%	14%

The report indicates a steady growth in the adult social care sector across England with a 41% increase in the South East since 2012.

The report further suggests this growth will continue to increase by a further 41% from 260,000 to 370,000 by 2035 in line with projections in the increase of those aged 65 years and over. The following data is taken from the [Skills for Care Workforce Intelligence report](#) submitted by employers for 2019/20

The total estimated number of adult social care jobs in the Slough area was 2,575 comprising:



The data indicated a high percentage of people employed in permanent roles.

- 91 % for all sectors were permanently employed
- For the local authority this represented 80 %
- 91% for the independent sector

9. Recruitment, retention and pay

Turnover rates

The Skills for Care Workforce Intelligence report highlighted that the turnover rates in Slough were lower than the average for the South East, with a rate of 19.9%. The regional average is 39.7% and England is 32.2%.

Whilst turnover rates can give cause for concern, the report noted that 78% of starters in the sector were recruited within adult social care which shows a stronger retention rate of staff within the adult social care sector overall.

COVID-19 and Brexit

The impact of both COVID-19 and Brexit are presenting a significant challenge for the adult social care sector. Many local businesses have closed or at risk of closing, in particular within the hospitality, retail and travel sectors. During the pandemic, employees from a range of other sectors, often with relevant transferrable skills, have moved into health and social care.

The current economic uncertainty in the wider economy may create opportunities to broaden our recruitment base within the adult social care workforce in Slough. This will be in addition to the steps taken to strengthen and stabilise the existing adult social care workforce.

The restructuring of our council-run day services will present opportunities to develop and enable staff to work in different roles that are responsive to current climate.

Recent reports have highlighted the vulnerabilities of care providers as a result of COVID-19. We also anticipate that care providers may have difficulty in recruiting staff as a result of Brexit, therefore it is critical that we work closely with the provider market to support their workforce planning.

We further recognise the physical and emotional impact that COVID-19 has had on the workforce across the sector. Staff working in adult social care are not only having to contend with the level of high risk that providing direct care and support to those who are susceptible to COVID-19 brings, but also having to deal with the emotional impact of loss, be it through residents, or the death of family, friends and colleagues.

Furthermore we recognise the anxiety that testing and a positive diagnosis may bring for staff.

Retention and factors that influence retention in Slough

In a Glassdoor survey dated February 2020, Slough was named amongst the top 10 of employers in the South East across the wider economy. It also showed that a high percentage of the workforce had an average length of 8.1 years in employment. *Independent newspaper 26 February 2020*

The Skills for Care Workforce Intelligence report also reports that adult social care employers in Slough offered competitive rates of pay in comparison to employers in the South East region. The report also highlighted the following key points:

- Social workers in Slough were the second highest paid in this job category within the South East, with an average salary of £40k, with the highest being Milton Keynes.



- Social worker salaries in Slough were also one of the highest in the country outside of the London region. This further supports the low turnover rates in Slough compared to other areas.
- Care and support workers' pay rates were also higher than the National Living Wage, and were reasonably competitive, with the average rate for a senior care worker at £9.48 per hour. This was slightly higher than the regional average and higher than the England average being £9.17 per hour.
- Care workers in Slough were also paid competitive salaries with the regional average at £8.63 per hour. Slough rates were slightly higher at £8.76 compared to the national rates at £8.41.
- Slough was amongst the highest in terms of employees with full-time contracts in the South East region at 56%. This is comparable with the national average for England.

Whilst many of these identified factors present a positive picture for Slough, they also need to be understood in the context of the high cost of living within Slough and the South East, in addition to high numbers in Slough on zero hours contracts. Slough was amongst the highest employing staff on zero hours contracts at 30% of the workforce compared to 23% in the South East regional rate and 25% in England.



10. The impact of sickness on the workforce

Skills for Care Workforce Intelligence report highlighted that sickness rates in Slough were reported as relatively low with an average of four days lost per employee during the period. Slough was amongst the lowest in terms of sickness levels with an average of 4.5 days lost in the South East and 5 in England. The figure still represents an average of 9,800 days lost due to staff sickness in Slough.

We are committed to better understanding and interpretation of this sickness data to target the support we put in place to improve staff health and wellbeing across the sector.

We recognise the recent pandemic has had an impact on the sickness levels across the sector, in particular with regards to stress. The increased testing has resulted in more people being required to self-isolate, which is having an impact on the stability of the workforce. A report by the King's Fund dated August 2020 revealed that sickness rates had tripled to 8% at the height of the pandemic.

We need to consider the emotional impact of COVID-19, especially where staff are working in long periods of isolation, as well as experiencing the trauma of losing family, friends, colleagues and service users to the pandemic.

The high level of risk that frontline health and social care staff are facing on a daily basis also places additional stress on the sector.

One of our priorities is to develop an approach to promote workplace well being across the sector, and with our partners across the ICS, as outlined in the Frimley Health and Care strategic priorities.

It should be noted that COVID-19 has highlighted challenges within our approach to ensuring our workforce continue to be protected. In particular research has shown COVID-19 has impacted on the Black community disproportionately, as they are more likely to work in roles that put them at high risk of infection.

A [research report from The Health Foundation](#) found that the death rate from COVID-19 amongst Black and Asian communities was four times higher than White people and suggested that this may be due to higher exposure. We need to understand what this really looks like in Slough and to ensure that staff have the opportunity to work in the whole range of roles within the sector and that safe workplaces are standard in Slough.

11. Demographic profile of the adult social care workforce

The [Skills for Care Workforce Intelligence report 2020](#) showed that the adult social care workforce in Slough comprises of the following:

- 84% female
- 25% aged over 55 years with the average age being 45 years.
- 4% aged 24 years and under.

The report concluded that approximately 650 people will be reaching retirement age in the next 10 years.

The ethnic profile of the adult social care workforce indicates the following:

- In the South East 77% are White British which compares with 83% as the average for England
- In Slough this comprises of 68% Black/Asian and minority ethnic backgrounds, 20% are from the European Union (EU) and 19% non-EU, 38 % are White.

The data provides us with an opportunity as part of our action plan to:

- Redress the imbalance and potential inequalities within the workforce
- Develop succession planning
- To build on our strengths

12. Provider market

In line with the Care Act 2014 and our adult social care strategy, Slough Borough Council is supporting a provider market that adopts a strengths-based approach, so people who need care and support are empowered, having control and choice about how they live their lives.

Slough has a diverse provider market delivering personalised health and social care services to people with a range of support needs varying in complexity.

These include:

- Care homes: residential and nursing
- Extra care housing schemes providing personalised support
- Domiciliary care delivering reablement, end of life support and home based replacement care
- Supported living schemes.

The provider market is supported in a number of ways, including access to learning and development to enable them to meet the mandatory training requirements and CQC standards, as well as facilitating provider forums.

Since the outbreak of the pandemic, the Adult Social Care Commissioning and Transformation (C&T) team has re-organised itself to support the provider market with the increased challenges faced and the changing Government requirements.

Activities included:

- Supporting the discharge of patients promptly from hospitals that no longer required medical treatment, thereby freeing up bed capacity for residents needing priority treatment due to COVID-19.
- Working closely with social care providers to ensure they were equipped to support people being discharged safely and from hospital.
- Working jointly with the other colleagues within East Berkshire (Royal Borough of Windsor and Maidenhead and Bracknell Forest Council) and the local Clinical Commissioning Group (health) to develop a coordinated response to the crisis, including commissioning additional residential/nursing bed capacity requirements.

- Monitoring closely any outbreaks and ensuring providers received timely support and training such as infection control and information about testing.
- Ensuring local residential/ nursing, domiciliary care and supported living services were able to source the necessary Personal Protective Equipment (PPE) to protect vulnerable Slough residents receiving services and the staff supporting them.
- Maintaining close communication with local providers through regular dialogue, forums and the circulation of a weekly newsletter, including giving timely information about how to access COVID-19 testing for staff and residents, obtaining PPE, infection control training and updates on national guidance.
- Overseeing additional financial support to providers to help them with additional costs during this period such as extra staffing and PPE requirements.
- Facilitating an East Berkshire workforce group comprising of representatives from the provider market to agree and develop a collaborative approach to help raise the profile within the sector to support increased market sustainability.

The adult social care workforce comprises of different roles across the statutory, voluntary and independent sectors, which are designed to meet the care needs of people in the communities it serves. We recognise that there are a number of key local and national drivers that will impact and influence how we support and develop the adult social care workforce. These include:

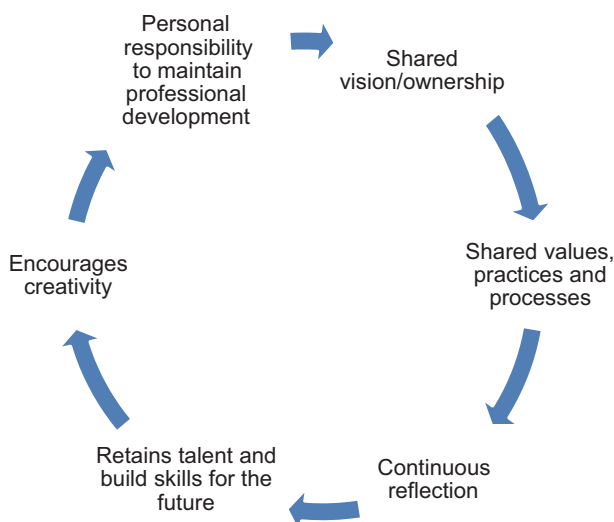
- Supporting staff in meeting and maintaining occupational standards related to their profession.
- The impact of the council's transformation on the whole of the workforce and our relationship with our stakeholders, including providers and people who use services.
- Career development and progression across the sector in Slough.
- Developing leadership and commissioning skills across the adult social care workforce
- Identification of development needs within the sector, including supporting the development of registered managers within our regulated services, so they can deliver high standards of care and meet the regulatory requirements of the service.

Maximise on the opportunities to collaborate across the region with our cross sector partners on workforce development. These include Skills for Care, National Career Services (NCS), Job Centre Plus, Higher Education providers, East Berkshire Workforce group, Frimley ICS.

- Develop a culturally competent workforce, that is not only committed to meeting the needs of the diverse population of Slough, but have the skills, knowledge and competence to understand and respond to those needs.

13. Creating a learning culture

A learning culture is an environment where there is:



14. Apprenticeships

Apprenticeships provide a route for staff within adult social care to access career progression opportunities.

Through the council’s Slough Academy, we have been able to maximise on the opportunities that the Apprenticeship Levy has provided, giving access to a wide range of learning opportunities including the newly developed social work and OT apprenticeships.

Prior to the introduction of the apprenticeship reforms introduced in 2017, there were few opportunities to access sponsorship for professional qualifications in social work or OT.

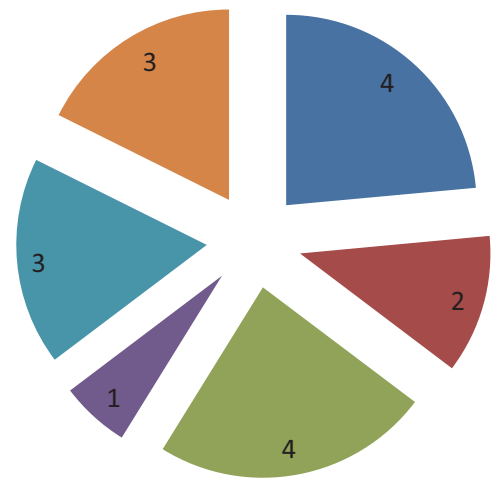
This had a ‘glass ceiling’ effect upon those staff who were at the top of their pay scales, with little or no career prospects until recently. It also limited opportunities for local people to access work opportunities in social care.

With the new opportunities available through the Government’s Apprenticeship Reforms, adult social care has become a trailblazer pilot for the Slough Academy in 2019, with 17 staff enrolled on to programmes from entry level social care qualifications to degree level social work programmes.

Seventy-eight per cent of these staff were in existing roles and 18% newly recruited into Apprenticeship posts. In line with the leadership manifesto for creating professional development opportunities for local people, 71% of the learners are residents of Slough.

The range of programmes also included commercial procurement and supply as well as operational management. The following chart represents the current apprenticeship programmes being delivered.

Apprenticeship Training Programmes - ASC Trailblazer



- Lead Adult Care Worker
- Leader in Care
- Commercial Procurement & Supply
- Operations/Departmental Manager
- Adult Care
- Social Work

The opportunities for professional development have significantly increased the age range of staff enrolling on professional development programmes, with our learners ranging from age 17 years to 57 years.

The trial is still in the pilot phase, but a midway evaluation showed:

- Learners are demonstrating improved decision making and compliance, for example with health and safety risk mitigation
- Cost reductions and efficiencies made as a result of increased knowledge and skill
- 75% of learners more likely to stay with the council as a result of apprenticeship training
- 88% of learners more confident to apply for a promotion or new position
- All learners developing transferable skills
- Significant cost savings on the training budget by utilising the Apprenticeship Levy

The strategy will look at how we can ensure apprenticeship opportunities are maximised across the whole sector including the provider market.

15. Building on our strengths

The evidence within the [Skills for Care workforce intelligence report](#) indicates that Slough is well placed as a workforce, as it offers competitive salaries and higher staff retention than other areas.

Whilst the pay in Slough may be competitive, we recognise that this alone is not the only motivator to establish effective recruitment and retention within the workforce.

A [Glassdoor report published in February 2020](#), (The Independent February 2020) ranked Slough as the best place to work for a third consecutive year. With a high number of job opportunities, competitive salaries and a job satisfaction rate of 3.4%, Slough has a lot to celebrate and much to offer to current and prospective employees.

Consideration should be given to how this information can be used to benefit recruitment campaigns to motivate and value the existing workforce.

There are also opportunities to collaborate with our local adult social care partners on recruitment, retention and redeployment to ensure that we attract and retain a workforce from our local population. Recruitment campaigns attracting potential employees from outside of the borough to work and live in Slough will also provide a much needed boost to the local economy.



16. Strategic workforce planning

One of the LGA, ADASS and Skills for Care priorities was a need for more strategic workforce planning.

The [Skills for Care workforce intelligence report](#) indicated that approximately 650 people within the adult social care workforce in Slough will reach retirement age in 10 years. Therefore, we need to develop and implement succession planning to future proof our workforce and safeguard against potential gaps in the workforce.

One of the factors in successful workforce planning is how we work more strategically with Higher Education Institutions (HEI's).

Figures from the [Skills for Care workforce intelligence report](#) showed that there were approximately 4,090 students who qualified as social workers in 2018/19.

With such high numbers of social workers qualifying each year, we need to ensure that we maximise upon this by creating opportunities of permanent social work roles, whilst at the same time maintaining a balanced workforce of experienced and newly qualified staff.

In recognition of the increasing numbers of newly qualified social workers (NQSW's) graduating each year, we need to strengthen our Assessed and Supported Year in Employment (ASYE) and the infrastructure required across the sector to support NQSW's.

This is even more important, given the high numbers of agency staff filling vacant roles across the sector. A report by the [Guardian in April 2019](#) showed that local authorities spent at least £335 million in 2017/8 on agency staff.

Providing student placements is a way of encouraging students to work for the hosting employer when they qualify. Such opportunities also support staff in maintaining their Continuing Professional Development (CPD).

17. Conclusion

Overall this strategy has identified a number of challenges as well as opportunities facing the adult social care sector over the coming years. As with any strategy, we need to consider the resources and time constraints on its implementation.

We recognise the significant impact of COVID-19 and Brexit, as well as other key dependencies, resulting in a need to enable our adult social care workforce to work differently. It needs to be responsive, innovative and flexible to meet the ever changing agenda, which includes supporting and promoting the health and well being of the wider adult social care workforce.

We are committed to working more collaboratively with strategic partners, including local education partners, to better understand supply and demand across the sector. This will enable us to recruit and retain a workforce that meets the current and future demand, in addition to reflecting the diversity of the population with regards to demographic and needs.

This ambitious and visionary strategy presents us with an opportunity to embrace and involve all of our partners, staff and residents across Slough in its successful implementation.



Adult Social Care Workforce strategy Action plan 2021-2023

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
	<p>Theme 1</p> <p>Workforce planning across adult social care</p>	<p>1. An effective workforce in place with the correct number of staff in place with the right skills, knowledge and competencies/ capabilities, to meet the needs of the residents in Slough</p>	<p>1.1 Review of local data from Joint Strategic Needs assessment (JSNA), to identify local priority needs.</p> <p>1.2 Review local existing adult social care workforce data to identify where they may be gaps/development needs</p> <p>1.3 Review data at Workforce development steering group to develop an action plan</p>
		<p>2. The provider market are part of local workforce planning</p>	<p>2.1 Collate workforce data from Skills for Care reports and ASC employers across Slough, also SBC data/locality data</p>
		<p>3. Planning and people resourcing is evident</p>	<p>3.1 Review the data from the JSNA to understand our current supply and demand. Do we have the workforce in place to meet current and predicted demand?</p> <p>3.2 Quantify current and predicted need across the adult social care workforce</p> <p>3.3 As above use the data to identify current workforce capacity and how to fill gaps</p> <p>3.4 Work with HEIs and other key stakeholders to better understand supply and demand to feed into workforce plans</p> <p>3.5 Hold discussions with HEI's with regards to regional workforce planning.</p> <p>3.6 Identify resource capacity in the service to plan better for student placements across social care, to include apprenticeships.</p>

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
	Theme 2 Provider Market	1. A self-sustainable local market delivering personalised support to local residents including those with complex needs.	1.1 Draft a market position statement outlining local requirements. Statement drafted and publicised to be refreshed in 6 months 1.2 Develop a collaborative approach to promoting the sector 1.3 Continue engagement with provider forum on effective ways to promote sector 1.4 Continue with work on developing regional recruitment activities, using the DHSC workforce capacity fund to support regional activities 1.5 Review outcomes from the activities and revise the action plan accordingly 1.6 Meet with provider forum to assess learning and development needs for the workforce. 1.7 Develop sustainable models for delivering learning and development 1.8 Explore current and future funding opportunities to support the sector 1.9 Develop the skills and capacity to apply for funding to support training. Share places on training (funded) 1.10 Through the provider forum, develop a framework to share training opportunities

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
	Theme 3 Integration	1. Health and social care working in a more integrated way to achieve good outcomes for people in need of care and support, across all sectors	1.1 Build on the enhanced partnership working achieved in response to the pandemic. There is currently a review of partnership models across health and social care, as part of the ICS cultural diagnostics programme 1.2 Review the outputs from the survey and note any actions 1.3 Develop opportunities for more integrated learning, joined up recruitment and retention. Embed rotational apprenticeships across health and social care 1.4 Process in place to promote opportunities for integrated learning events e.g. End of Life care, Liberty Protection Safeguards (LPS) 1.5 Discuss and agreed process with HEI's on student placements, OT and social work to gain experience across health and social care 1.6 Explore more on locality models: as part of ASC transformation
	Theme 4 Staff wellbeing across the adult social care sector	1. The health, safety and wellbeing of social care workers across Slough are a priority for everyone.	1.1 Explore and develop opportunities to build the resilience of the adult social care workforce. 1.2 Review of LGA Health check report for Slough: Report should be available 1.3 Carry out survey amongst ASC employers in Slough on workforce resilience: Data collated from the Health and Well Being 1.4 Analysis of local workforce data to better understand factors that impact/ promote resilience. Gather data from the above sources as well as any local HR data.
	2. A reduction in the number of sickness days lost	2.1 Collate and analyse data from sickness and staff feedback to better understand contributory factors that impact on staff wellbeing 2.2 Increase the number of opportunities to support and promote wellbeing across the sector	

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
			2.3 Following above develop and agree actions post analysis 2.4 Actions agreed and implemented, monitored through the workforce group Drawing upon the local expertise that is being developed to disseminate more widely across partners 2.5 Sharing of best practice models and tools with partners, through partnership forums
	Theme 5 Equality and diversity	1. Equality of opportunity in place across the adult social care workforce	1.1 Undertake an analysis of local population data (see actions in theme 1) to assess if the diversity of the workforce reflects the diversity of the local population at all levels. 1.2 Analysis of recruitment and retention of ASC workforce in Slough, with regards to diversity
	2. A workforce in place that is representative of the local population.	2.1 Development of recruitment campaigns to attract a more diverse workforce at all levels 2.2 Explore opportunities to support career pathways for under represented groups at senior levels. 2.3 Action plan agreed at workforce group and presented to DMT 2.4 Review and develop support for Black and minority staff across the ASC sector in Slough. 2.5 A Survey amongst Black staff is underway to analyse the support needs for ASC staff. Undertake the same analysis for the wider ASC sector in Slough 2.6 Analysis of survey results 2.7 Action plan drafted for discussion Understand and respond to experiences of staff, through development of infrastructures for effective ongoing engagement with Black staff	

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
		3. Agreed values and behaviours for the adult social work workforce	3.1 Develop and implement a values and behaviour framework for the ASC workforce 3.2 Develop and implement value based recruitment in ASC 3.3 Review of how VBR can be embedded across Slough ASC 3.4 Review the current diversity training, and analysis of the impact across ASC 3.5 Identify and agree the cultural competency skills for the ASC workforce Incorporate within CPD framework 3.6 Develop and implement a framework for cultural competence to enable all staff to better meet the needs of service users from different racial and cultural backgrounds
	Theme 6 Workforce development across the adult social care sector	1. Innovative and skilled workforce responsive to key local and national drivers	1.1 Review current CPD offer and undertake analysis of learning and development needs 1.2 Agree priorities and budget 1.3 Mapping of other CPD opportunities available 1.4 Explore use of funding to support relevant accredited programmes, and promote across the sector 1.5 Apprenticeship programmes and CPD solutions in place
	2. CPD framework in place	2.1 Develop career pathways and CPD to include registered managers 2.2 Agree the skills, knowledge and competencies required for specific roles in ASC 2.3 Agree the skills, knowledge and competencies required for registered managers 2.4 Develop a draft framework to assess competence 2.5 Review existing frameworks to help inform a revised framework 2.6 Draft framework out for consultation across ASC SBC workforce 2.7 Framework agreed and implemented 2.8 Develop a framework to support talent management, career progression and professional standards	

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
			2.9 Review and analysis of existing models Develop draft framework for consultation 2.10 Review feedback and make amendment for final draft 2.11 Approval at ASC DMT
	Theme 7 Embedding principles of Co-production	1. People with lived experiences feel valued and are proactively involved in shaping local services to meet their needs.	1.1 People with lived experience are meaningfully involved in recruitment of key appointments 1.2 Analysis of current co production methods to assess what has worked well and what we could do differently 1.3 Agree a framework for involvement in recruitment
		2. A workforce that is committed to the principles and values of co production	2.1 People with lived experience help shape the values and behaviours of the ASC workforce 2.2 Proactive engagement of people with lived experience in recruitment campaigns. 2.3 Develop a set of tools for recruitment developed with people with lived experience 2.4 Train a pool of service users for recruitment interviewing 2.5 To include remuneration for interviewers
	3. Personalised support plans in place	3.1 Service users involved in service design 3.2 Analysis of current co production methods to assess what has worked well and what we could do differently 3.3 Analysis of current opportunities for service user involvement in service design 3.4 Draft framework for involvement out for consultation 3.5 Final framework agreed and embedded	

Equality and Diversity Co Production Well Being Integration	Strategic Theme	Outcome	Activity
	Theme 8 Recruitment and retention	1. Increased employment opportunities for local residents	1.1 Engagement with education providers to promote ASC as a career of choice, this forms part of the Health and Social Care summit, taking place in the summer. 1.2 Engage with local schools through the careers officers 1.3 Develop local work experience opportunities in ASC for local schools/colleges 1.4 Maximise on regional and national social care recruitment campaigns 1.5 Engagement with national call to care social care campaign, through advertising local vacancies
		2. A stable and sustainable workforce	2.1 Develop and implement an effective reward and recognition system to aid in staff retention/morale 2.2 Review of current best practice models 2.3 Review analysis from local workforce surveys to ascertain views from the workforce 2.4 Draft framework developed, out for consultation 2.5 Framework agreed and implemented

Appendix 2: Values for the Adult Social Care Workforce in Slough

Members of the Slough Co-production network have identified the following values as important to support the people of Slough using Adult Social Care services. These should be embedded in the recruitment and development of the workforce development plan.



Values for the organisation	Values for staff
<ul style="list-style-type: none"> • Having strong and clear leadership • Providing relevant staff training • Ensuring manageable workloads and support to do the job effectively • Recruiting staff with the right attitude and values 	<ul style="list-style-type: none"> • Caring • Helping provide choices • Willing to listen • Understanding individual needs • Willingness to learn • Able to give clear information • Taking responsibility • Recognising that everyone is different • Respecting choice • Being supportive • Having a cultural awareness • Having self awareness • Being open and transparent

Appendix 3: Safeguarding Competencies for Safeguarding Adults and Children



The following competencies have been compiled from a variety of single agency documents (see footnote) as a guide for partner agencies.

The Safeguarding Partnership will continue to develop multi-agency training to develop the competencies needed for multi-agency work as described in the strategy. The Safeguarding Partnership training does not duplicate single agency training.

Principles

- Acquiring knowledge skills and expertise is a continuum
- Training should encompass different learning styles
- Learning takes place via different methods and methods such as mentoring, coaching, job shadowing and action learning sets should also be considered
- Multi-agency training is recommended to share best practice
- All training will be evaluated
- Staff should refresh their learning at least every three years
- E-Learning is appropriate to impart learning at level 1 & 2 but should not be the only form of learning. It is expected that at least 50% of learning is of a participatory nature e.g. training courses/conferences/group case discussion aligned to workplace COVID-19 safety requirements.
- Individuals will take responsibility for recording their learning
- Employing organisations are responsible for ensuring their employees have the knowledge, skills and competencies to undertake their duties
- Practitioners should have the opportunity for regular case discussion and sharing of good practice both in preventative safeguarding and responses to safeguarding concerns

Adults

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Awareness What is Adult safeguarding</p> <ul style="list-style-type: none"> • Types of abuse and contexts • Role of LA • Understanding of own role • Organisation policy and procedures • Information sharing, consent and confidentiality <p>Recognise and act upon adults in need of safeguarding</p> <ul style="list-style-type: none"> • Indicators of abuse • Understanding factors that increase risk of abuse • Understanding of family situation and potential caring and child safeguarding responsibilities • Appropriate response to concerns <p>Understanding of Dignity and respect</p> <ul style="list-style-type: none"> • Individuals rights to exercise freedom and choice • Individuals rights to live in an abuse free environment • Non judgemental • Awareness of own values and attitudes and their influence • Listening to individuals for preferences and wishes <p>Reporting Understand procedures for raising an alert</p> <ul style="list-style-type: none"> • Ensuring immediate safety when risk is very high • Escalation procedures • Understanding forensic requirements • Working in a manner that seeks to reduce the risk of abuse <p>Knowledge of Procedures and legislation to support safeguarding</p> <ul style="list-style-type: none"> • Knowledge of legislation <i>Human Rights Act 1998 Dignity in Care</i> <i>Mental Capacity Act 2005</i> <i>DOL's 2009</i> <i>Care Act 2014</i> <p>Making Safeguarding Personal</p> <ul style="list-style-type: none"> • Whistleblowing <p>Effective administration and quality</p> <ul style="list-style-type: none"> • Record keeping • Safeguarding meetings • Data Protection Act 1998 	<p>1 (Minimum 2 hours)</p>	<p>All staff potentially interacting with adults at risk.</p> <p>All staff working in health care settings</p> <p>All staff working within ASC in LA</p> <p>Housing staff</p> <p>Any front facing LA staff</p> <p>All police staff and officers</p> <p>DSL's</p> <p>Front line staff in Fire and rescue</p> <p>Staff working in prisons and custodial settings</p> <p>Frontline staff working within probation/CRC</p>	

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Level 1 competencies plus</p> <p>Inform, involve and listen</p> <p>Inform and support service users in decision making</p> <ul style="list-style-type: none"> • Person centred approach • Making safeguarding personal • Accessing support services including Advocacy, victim support, DA support, Carers groups, interpreters • Preventative measures i.e. lasting powers of attorney • Developing protective strategies for those that decline services <p>Information sharing</p> <ul style="list-style-type: none"> • Multi agency working including convening strategy meetings • Accountability and line management consultation • Evidencing of information sharing and multi agency working • Understanding of when to contact out of hours <p>Respond</p> <p>Demonstrate appropriate responses to safeguarding concerns</p> <ul style="list-style-type: none"> • Effective risk management plans • Defensible decision making • Appropriate and proportionate safeguarding activity • Mental Capacity consideration • Consideration of relevant legal powers • Strategies for self neglect • Modern Slavery responses • HBV and Forced Marriage • Appropriate responses for adults at risk who cause harm • Use of community safety processes • Addressing difficult conversations • Professional curiosity <p>Reporting and Recording</p> <p>Record Keeping and achieving best evidence</p> <ul style="list-style-type: none"> • Evidencing collation of safeguarding concerns • Report writing • Interviewing skills • Protection planning • Providing credible testimony in court <p>Manage</p> <p>Managing concerns and enquiries</p> <ul style="list-style-type: none"> • Coordinate enquiries • Outcome focussed decision making • Support and supervision of safeguarding concerns 	<p>2 & 3</p> <p>(Minimum 8 hours)</p>	<p>Health care staff that have regular contact with patients, families and carers (L2)</p> <p>Health Care Staff who assess, plan intervene and evaluate needs of adults with safeguarding concerns (L3)</p> <p>Social Workers</p> <p>Doctors</p> <p>Heads of Nursing</p> <p>Health and Social Care Managers</p> <p>Police Officers</p> <p>MASH workers</p> <p>BI assessors</p> <p>ASC staff on duty</p> <p>Paramedics</p>	<p>>>>>Risk Tool</p>

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<ul style="list-style-type: none"> • Undertake Safeguarding enquiry • Chair Safeguarding focussed meetings • Review and analyse information in Investigators report <p>Legislation Policy and Procedures</p> <p>Awareness and Application of legislation, local and national policy and procedural frameworks</p> <ul style="list-style-type: none"> • Understanding of levels, thresholds or pathways for investigating a safeguarding referral and when to report a crime • Use of legislation for immediate action e.g. S4 of Mental Health Act 1983 or DOLS • Knowing legislation or policy that informs a specific piece of work <p><i>Mental Capacity Act (S44)</i> <i>Care Act 2014</i> <i>DOLS</i> <i>Human Rights 1998</i> <i>Sexual Offences Act 2003</i> <i>Police and Criminal Evidence Act 1984</i> <i>Fraud Act 2006 (Section 4)</i> <i>Care Standards Act 2000 (S23)</i> <i>Court Protection MCA (S15)</i> <i>Independent Safeguarding Authority (ISA)</i> <i>Multi Agency Public Protection Arrangements (MAPPA)</i> <i>Multi Agency Risk Assessment Conference (MARAC)</i> <i>Equalities Act 2010</i> <i>Domestic Violence, Crime and Victims Act 2012</i></p> <ul style="list-style-type: none"> • Understanding of how legislation can have the potential to be used oppressively • Understanding of local Safeguarding Partnership <p>Knowledge and Skills</p> <ul style="list-style-type: none"> • Understand potential impact on adults at risk, staff or individual who are alleged to have committed the abuse or who raised the alarm • Understand significance of health deficits on health and wellbeing e.g. homelessness, loneliness, poverty • Understand when to use Emergency Protection Plans • Understanding of multi agency responsibilities • Knowledge of ASB and FGM • Application of learning from reviews 			

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Level 1, 2 & 3 competencies plus</p> <p>Develop and Promote</p> <p>Provision of training and supervision</p> <ul style="list-style-type: none"> • Provision and assessment of necessary training • Risk Assessments • Prevention and early intervention • Auditing and monitoring <p>Engagement with Multi agency systems and practices</p> <ul style="list-style-type: none"> • Development and application of Local Safeguarding policy and procedures in a multi-agency context • Undertakes and contributes to case reviews • Ensuring necessary policy and procedures are in place to support supervision and reflective practice • Challenging of poor practice • Demonstrating effective training and CPD in place <p>Support</p> <p>Support development of internal systems</p> <ul style="list-style-type: none"> • Safeguarding Partnership working • Ensure workforce has necessary skills • Provides specialist safeguarding advice to practitioners • Ensure supervisors have supervision training • Ensure regular supervision • Support of whistleblowing procedures • Support practitioners through court procedures <p>Chair Safeguarding meetings</p> <ul style="list-style-type: none"> • Chair strategy meetings • Reflective practice <p>Audit and Quality Assurance</p> <ul style="list-style-type: none"> • Implementing audit and inspection regimes 	<p>4</p> <p>(Minimum 24 hours)</p>	<p>Specialist Roles</p> <p>Named Professionals</p> <p>DSL</p> <p>Strategic Managers</p> <p>Independent Chairs</p>	

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Level 1, 2, 3 & 4 competencies plus</p> <p>Scrutinise and challenge</p> <ul style="list-style-type: none"> • Provide leadership with clear aims and objectives • Account for organisation practice • Provide scrutiny of key processes • Ensure whistleblowing is in place • Lead Training Needs Analysis • Strategic understanding of Safeguarding services • Ensure contractual arrangements adhere to Safeguarding P&P • Ensure Serious cases are reviewed, and lessons learnt • Implement SAR's • Promoting Peer Challenge • Implementing governance arrangements • Develop systems to include the service user and carer voice 	5 (Minimum 24 hours)	Executive and senior Managers Head of Service Local safeguarding Partnership Members	

Children

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Awareness</p> <p>What is safeguarding</p> <ul style="list-style-type: none"> • Types of abuse and contexts • Role of LA • Understanding of own role • Organisation policy and procedures • Information sharing, consent and confidentiality <p>Recognise and act upon potential child abuse</p> <ul style="list-style-type: none"> • Indicators of abuse including domestic abuse and child exploitation/trafficking, modern slavery, forced marriage, FGM • Understanding factors that increase risk of abuse including disability, CLA, Substance abuse, parental mental health, domestic abuse, gang involvement, county lines, online abuse, Prevent agenda • Understanding of impact of Adverse Child experiences • Understanding of family situation and health, and potential caring responsibilities • Appropriate response to concerns including concerns for unborn child • Knowledge of referral routes 	1 (Minimum 2 hours)	All staff working in health care settings All staff working within Children's services in LA/SCST Housing staff Any Front facing LA staff All police staff and officers DSL's Front line staff in Fire and rescue Staff working in prisons and custodial settings Frontline staff working within probation/CRC	

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Reporting</p> <p>Understand procedures for raising an alert</p> <ul style="list-style-type: none"> Ensuring immediate safety when risk is very high Escalation procedures Understanding forensic requirements Working in a manner that seeks to reduce the risk of abuse <p>Knowledge of Procedures and legislation to support safeguarding</p> <ul style="list-style-type: none"> Basic knowledge of legislation <i>Children’s Act 1989, 2004</i> <i>Children and Social Work Act 2017</i> <i>Sexual Offences act 2003</i> <i>Mental Capacity Act 2005</i> <i>Working Together to Safeguard Children 2018</i> Whistleblowing <p>Effective administration and quality</p> <ul style="list-style-type: none"> Record keeping Safeguarding meetings Data Protection Act 1998 			
<p>Level 1 competencies plus</p> <p>Inform, involve and listen</p> <p>Inform and support children and families</p> <ul style="list-style-type: none"> Holistic approach considering family and environmental factors Ensure child voice, balancing rights and wishes with responsibility to keep children safe Effective advocate for child Accessing support services including early help support, young carers, youth services interpreters Preventative measures <p>Information sharing</p> <ul style="list-style-type: none"> Understanding of parental consent and duty to share where a safeguarding concern Multi agency working including attending and convening early help meetings Accountability and line management consultation Evidencing of information sharing and multi-agency working Understanding of when to contact out of hours Contribution to all safeguarding meetings from early help through to Conferences/CLA reviews 	<p>2 & 3 (Minimum 8 hours)</p>	<p>Health care staff that have contact with children, families and carers or adults who pose a risk to children (L2)</p> <p>Health Care Staff who assess, plan and evaluate needs of child or parenting capacity (L3)</p> <p>Social Workers</p> <p>Family Support Workers</p> <p>Doctors</p> <p>Heads of Nursing</p> <p>Health and Social Care Managers</p>	

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Respond</p> <p>Demonstrate appropriate responses to safeguarding concerns</p> <ul style="list-style-type: none"> • Effective risk management decision making • Appropriate and proportionate safeguarding activity and referrals • Modern Slavery responses • FGM, HBV and Forced Marriage responses • Addressing difficult conversations • Professional curiosity • Identify disguised or non compliance <p>Reporting and Recording</p> <p>Record Keeping and achieving best evidence</p> <ul style="list-style-type: none"> • Evidencing collation of safeguarding concerns • Report writing • Interviewing children and adults' skills • Protection planning <p>Manage</p> <p>Managing concerns and enquiries</p> <ul style="list-style-type: none"> • Coordinate enquiries • Provide and participate in support and supervision for others for safeguarding concerns • Chair Safeguarding focussed meetings • Ensure appropriate training for self and teams <p>Legislation Policy and Procedures</p> <p>Awareness and Application of legislation, local and national policy and procedural frameworks</p> <ul style="list-style-type: none"> • Understanding of levels, thresholds or pathways for investigating a safeguarding referral and when to report a crime • Use of legislation for immediate action e.g. CPO • Knowing legislation or policy that informs a specific piece of work <p><i>Children's Act 1989, 2004</i> <i>Children and Social Work Act 2017</i> <i>Sexual Offences act 2003</i> <i>Mental Capacity Act 2005</i> <i>Working Together to Safeguard Children 2018</i> <i>Human Rights 1998</i> <i>Police and Criminal Evidence Act 1984</i> <i>Multi Agency Risk Assessment Conference (MARAC)</i> <i>Equalities Act 2010</i> <i>Domestic Violence, Crime and Victims Act 2012</i></p>		<p>Police Officers</p> <p>MASH workers</p> <p>Paramedics</p>	

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<ul style="list-style-type: none"> • Understanding of how legislation can have the potential to be used oppressively • Understanding of local Safeguarding Partnership <p>Knowledge and Skills</p> <ul style="list-style-type: none"> • Understand potential impact on child, staff or individual who are alleged to have committed the abuse or who raised the alarm • Understand significance of health deficits on health and wellbeing e.g. homelessness, loneliness, poverty • Understand when to use Emergency Protection Plans • Understanding of multi agency responsibilities • Knowledge of ASB • Application of learning from reviews • Understand needs of older children transitioning to Adults service 			
<p>Level 1, 2 & 3 competencies plus Develop and Promote Provision of training and supervision</p> <ul style="list-style-type: none"> • Provision and assessment of necessary training • Prevention and early intervention • Auditing and monitoring • Provide information for training needs analysis <p>Engagement with Multi agency systems and practices</p> <ul style="list-style-type: none"> • Safeguarding Partnership working • Development and application of Local Safeguarding policy and procedures in a multi agency context • Undertakes and contributes to case reviews • Ensuring necessary policy and procedures are in place to support supervision and reflective practice • Challenging of poor practice • Demonstrating effective training and CPD in place • Providing credible testimony in court <p>Support Support development of internal systems</p> <ul style="list-style-type: none"> • Ensure workforce has necessary skills • Provides specialist safeguarding advice to practitioners • Ensure supervisors have supervision training • Ensure regular supervision • Support of whistleblowing procedures • Support practitioners through court procedures 	<p>4 (Minimum 24 hours)</p>	<p>Specialist Roles Named Professionals DSL Strategic Managers Independent Chairs</p>	

Competencies A combination of skills, knowledge and experience	Level	Examples of staff groups	Training provided
<p>Chair Safeguarding meetings</p> <ul style="list-style-type: none"> • Chair strategy meetings • Reflective practice <p>Audit and Quality Assurance</p> <ul style="list-style-type: none"> • Implementing audit and inspection regimes 			
<p>Level 1, 2, 3 & 4 competencies plus</p> <p>Scrutinise and challenge</p> <ul style="list-style-type: none"> • Provide leadership with clear aims and objectives • Account for organisation practice • Provide scrutiny of key processes • Ensure whistleblowing is in place • Lead Training Needs Analysis • Strategic understanding of Safeguarding services • Ensure contractual arrangements adhere to Safeguarding P&P • Ensure Serious cases are reviewed, and lessons learnt • Implement SAR's • Promoting Peer Challenge • Implementing governance arrangements • Develop systems to include the service user and carer voice 	<p>5 (Minimum 24 hours)</p>	<p>Executive and senior Managers Head of Service Local safeguarding Partnership Members</p>	

Compiled from: Adult safeguarding: Roles and competencies for Health Care Staff; Bournemouth University Centre for Post Qualifying Social Work and Professional Practice; Safeguarding Children and Young People: Roles and Competencies for Healthcare staff; Competence still matters, London Safeguarding Children Board

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

Adult Social Care Workforce Development Strategy for Slough 2020-2023

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 475111 (option 1).

यदि आप इस दस्तावेज़ में दी गई जानकारी के अनुवाद किए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 475111 (option 1) पर बात करके कहें.

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚਲੀ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਸੇ ਅੰਗਰੇਜ਼ੀ ਬੋਲਣ ਵਾਲੇ ਵਿਅਕਤੀ ਨੂੰ 01753 475111 (option 1) ਉੱਤੇ ਕਾਲ ਕਰਕੇ ਇਸ ਬਾਰੇ ਬੇਨਤੀ ਕਰਨ ਲਈ ਕਹੋ।

Aby uzyskać pomoc odnośnie tłumaczenia instrukcji zawartych w niniejszym dokumencie, należy zwrócić się do osoby mówiącej po angielsku, aby zadzwoniła w tej sprawie pod numer 01753 475111 (option 1).

Haddii aad doonayso caawinaad ah in lagu turjibaano warbixinta dukumeentigaan ku qoran, fadlan weydiiso in qof ku hadla Inriis uu ku Waco 01753 475111 (option 1) si uu kugu codsado.

اگر آپ کو اس دستاویز میں دی گئی معلومات کے ترجمے کے سلسلے میں مدد چاہئے تو، براہ کرم ایک انگریزی بولنے والے شخص سے 01753 475111 (option 1) پر کال کر کے اس کی درخواست کرنے کے لئے کہیں۔