

Norfolk DAAT Training and Workforce Development strategy

1. INTRODUCTION

The workforce development guidance set out by the NTA aims to improve the quality of treatment care for people with substance misuse problems and their families. To achieve this, the DAAT are committed to continuous professional development. This strategy works towards the goal of a developing a competent, flexible and motivated workforce.

The introduction of drug and alcohol occupational standards (DANOS) which specify the standard of performance required of individual workers, the NHS Knowledge and Skills Framework (KSF) and the workforce development elements of Every Child Matters have allowed for the development of clear pathways of professional development and measuring competencies. These clear career pathways should act as an incentive to recruitment and retention of staff.

Norfolk DAAT Training and Workforce Development strategy provides structured, formal, multi agency learning opportunities, in order that learning can happen, or more precisely be transferred.

The training and development calendar offers a planned process that aims to modify attitudes, knowledge or skills behaviour. The purpose of which is to develop the abilities of the individual in order to satisfy the current and future needs of their organisations.

Why develop the workforce?

Training and Development is expensive; the training and development budget for this current year is £49,000, but;

There are ongoing requirements for the certification of competence in the Substance Misuse sector.

Service Users, Employers and Commissioners need to know that staff not only know how to do their job, but that they are qualified to do it as well.

The outcome of workforce development is to build up a skilled, motivated and diverse workforce which can deliver a high quality service to all service users.

2. AIM OF THIS STRATEGY:

To support the implementation of the DAAT strategies, including the Adult and Young People's Substance Misuse Treatment Plan, National strategies and Workforce development in line with NTA guidance; and by doing so to improve the quality of treatment care for people with substance misuse problems and their families.

Training Works

Service User Assertiveness and Confidence building training.

It did help as I managed to get out some of my problems that have been stuck inside.

Young People Drugs and Alcohol

It really tied up my scattered knowledge.....

Ready to commence engaging with young people and dispelled stereotyped misinformation

Key learning I took away was,

Confidentiality, information sharing and the art of communication.

NRF Alcohol Training

Really listening is the key to helping vulnerable people

3. LOCAL CONTEXT:

The Skills and Training needs audits conducted across the Adult and Young Peoples workforces in 2007 informed and gave a direction to this strategy.

The DAAT is committed to buying in high quality, value for money training. Where possible training is multi disciplinary. Places are mostly offered free and delivered at a range of venues across the county. The DAAT continue to work to identify further funding to support and expand the Training and Workforce Development strategy.

The DAAT monitor the consistent delivery of all training and development activity, and work where possible, to establish or run accredited courses, in order for those attending to achieve a recognised and portable qualification.

Training specifications are approved by the Training and Workforce Development group and are informed by national occupational standards of competence. It is the multi agency Training and Workforce Development Group that have a key role in monitoring of the delivery of the workforce development strategy.

4. NATIONAL CONTEXT:

This strategy supports the development of a competent workforce across all tiers and underpins the following strategies and guidance.

- The 2008 drug strategy - Drugs: protecting families and communities.
- The next steps in the National Alcohol Strategy - Safe. Sensible. Social.
- Models of care for the treatment of adult drug misusers: Update 2006

- Models of care for alcohol misusers
- Young People Essential Elements
- Every Child Matters

NTA workforce development: The NTA has given all DAAT's guidance on workforce development; this focuses on the following levels;

- Non-professionally trained staffs undertake NVQ level 3 or an equivalent qualification.
- Professionally trained staffs undertake a programme of continuous professional development, including professional development awards.
- Managers undertake an appropriate management-training program as defined by their employers

5. MODELS OF CARE:

MOC outlined a four-tiered model for service delivery, with increasing levels of intervention. This strategy uses a multi level model for training, Foundation, Intermediary and Specialist. A model replicated for Young People's Training provision. This provides an effective way of approaching training and development provision in Norfolk.

Foundation level – for example the Foundation course in drug and alcohol awareness which gives participants an opportunity to gather evidence towards a basic understanding of drug and alcohol issues in order that recipients may be able to provide advice, information, initial assessment and appropriate support and referral with confidence.

Intermediary – for staff requiring a more advanced level of knowledge in more specific areas of working with drug and alcohol users. For example the Screening and Effective Interventions courses the Crack Cocaine course or the Certificate H.E. DAAT UEA accredited course.

Specialist – for staff working within specialist agencies that wish to further their knowledge and skills base. For example the LSCB Substance Misuse within the family course, the Carer's course and specialist CPD conferences like the Drugs, Alcohol and Reproductive Health conference.

6. RURALITY:

Norfolk DAAT delivers a range of training and development opportunities across a large, mainly rural geographical area. Norfolk DAAT aims to provide equality of access to good quality, accessible and as far as possible, free training, and CPD events delivered at a range of venues across the county. Online drug and alcohol awareness learning has been developed to facilitate equality of access.

7. EQUALITY & DIVERSITY:

Norfolk DAAT commissioned the Diversity mapping and needs assessment exercise which sought to provide an assessment of the needs of BME groups, inclusive of Travellers, Asylum Seekers, and refugees, Migrant workers and Irish people regarding substance use in locally specific context of Norfolk and an evaluation of substance misuse services to make adequate provision for these groups.

The DAAT will continue to develop workforce development in line with the changing needs in Norfolk.

8. RISKS, THREATS, PLANNING FOR THE FUTURE:

A) From September 2007 anyone teaching in the further education sector will be required to hold either "petals", "kettles", or "dettols" qualifications (see below).

Although this only applies to the FE sector at present, there is every possibility that where Government money is involved this same requirement could be applied to our sector.

At present all the trainers that deliver DAAT courses are also qualified teachers but this is something that needs to be monitored.

- PTTLS Preparation for Teaching in the Lifelong Learning Sector
- CTLLS Certificate in Teaching in the Lifelong Learning Sector.
- DTLLS. Diploma in Teaching in the Lifelong Learning Sector.

B) Lack of funding for qualifications still poses risks to the development of a competent workforce.

C) The Skills and Training needs audits conducted in 2007 identified a small number of qualified assessors for our sector but this needs to be built upon.

D) The 2008 National Drug Strategy has a supporting workforce briefing - competence document linked to the strategy pages. The workforce document identifies roles and responsibilities for individuals, service providers and commissioners.

- Service providers should employ only demonstrably competent staff (or support the development of relevant competences) and have a duty to ensure that those staff are able to continue or to maintain their Continuing Practitioner Development.
- Commissioners are required to ensure that service specifications stipulate that only demonstrably competent staff are employed and to incorporate realistic costings to ensure Continuing Practitioner Development in services can be maintained.
- Each individual takes responsibility for developing a Personal Development Plan to maintain Continuing Practitioner Development and to develop a portfolio of evidence demonstrating their competence.
- Service providers should ensure that robust human resource management systems are in place to support workforce development.

All of the above will involve close joint working between the DAAT Commissioner, Service Provider, DAAT Contracts Officer and Training and Workforce Development Coordinator.

9. THE THREE YEAR NORFOLK DAAT TRAINING AND WORKFORCE DEVELOPMENT STRATEGY:

This strategy takes account of National Strategies including the Workforce Development guidance as well as local strategies. It will grow as new work comes to fruition and as yet unseen drivers and threats come into play.

1. Developing a competent, flexible and motivated workforce to improve the quality of treatment care for people with substance misuse problems and their families.

- Run training aligned to occupational standards to support worker development, including the non accredited training calendar.
- Provide CPD conferences and bursary support to enable continuous professional development.
- Continue to facilitate CPD activity through the CPD WebPages and SLA's.
- Continue to run the crack and cocaine course.
- Help non-qualified workers to gain a substance misuse qualification, by running the Certificate in Higher Education Substance Misuse.
- Help GP's access development funding for the RCGP Substance Misuse Part one & two.
- Deliver the new Carer training with the UEA School of Nursing and Midwifery and work towards having the course accredited.
- Set up the Substance Misuse progression award for qualified workers without a substance misuse qualification.
- Run the online learning resource to enable people across Norfolk to access basic drug and alcohol awareness training.
- Act as an information source of training and workforce development matters.
- Work to develop a pool of action learning facilitators.
- Continue to run NHS Norfolk funded online learning, alcohol brief interventions and train the trainers training.

2. To promote the Drug and Alcohol sector as a positive place to work.

- Maintain links with Social work students via the City College BA Hons Social Work degree course.
- Promote the sector through the resource, 'Why be a drug and alcohol worker?'
- Use Health Fairs to promote the sector as a positive place to work.
- Assist service users develop knowledge and skills in order to become involved in the three levels of service user involvement. This to include distributing the Get Involved, Service User manual.
- Maintain the service user involvement training sub group bursary scheme.

3. To build on workforce development joint working in Norfolk.

- Continue working with NOAF and housing providers running training in support of the NDAP Housing strategy.
- Maintain training links with the Local Safeguarding Children's Board.
- Maintain training links with City College Norwich and the UEA School of Nursing and Midwifery.
- Work with HMP service in support of the IDTS.
- Continue to work with DIP to develop and promote Education, Training and Employment opportunities to their clients.
- Continue to work with City College on their S.W Degree Course Committee.

- Continue to work with and support NDAP partners.

10. GLOSSARY

Competency - being able to perform 'whole work roles' to the standards expected in employment in real working environments.

Development – to bring out all that is potentially contained within.

Training – 'a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. It's purpose in the work situation, is to develop the abilities of the individual and to satisfy the current and future needs of the organization.'

Manpower Services Commission (1981) Glossary of training terms.

This strategy has been Impact assessed.

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