

Brighton & Hove Learning Disability Workforce Development Strategy 2009 - 2012

Introduction

This strategy describes the key strategic themes for developing the learning disability workforce in Brighton & Hove.

Why have a strategy?

The strategy has been produced to describe the key themes of learning disability workforce development in Brighton & Hove in order to develop the workforce to meet the aims of *Valuing People Now: a New Three Year Strategy for People with Learning Disabilities* (Department of Health, 2009). A workforce development plan has been produced which describes in further detail actions to meet the strategic priorities.

What is the Learning Disability Workforce?

Valuing People: A New Strategy for Learning Disability in the 21st Century (Department of Health, 2001) describes the workforce as all people who work with people with learning disabilities. In *Valuing People Now* reference is also made to the workforce in the broadest sense, including

- Public services, including health, social care and also leisure, the criminal justice system, etc,
- The independent and voluntary social care sectors
- People employed through self-directed support (e.g. Personal Assistants) and their employers
- 'Universal' services such as banks, shops, and other services.

The overall workforce development policy objective of *Valuing People Now* is:

“The workforce across public services are given the appropriate support and training to equip them with the values, skills and knowledge to deliver the *Valuing People Now* priorities for all people with learning disabilities.”

Valuing People Now goes on to mention the *2020 Children and Young People's Workforce Strategy*. It also says that the workforce proposals relating to adult social care in *Valuing People Now* need to be taken forward in the context of the workforce development strategy for adult social care: *Putting People First - Working to Make it Happen* (Department of Health, 2007).

. Many people with a learning disability are already receiving a considerable

amount of their support from services that fall outside traditional social care and health (e.g. supported housing, supported employment, FE colleges etc) and this trend will continue.

The main focus of this strategy concerns the social care workforce in the directly provided, independent and self-directed support sectors and will interpret the themes of *Putting People First* as they relate to Brighton & Hove. This reflects the emphasis on this sector in *Valuing People Now*, and local historic leadership from the social care sector in aiming to meet the vision of *Valuing People and Valuing People Now*. The strategy is aligned with Brighton & Hove City Council's Workforce Development Strategy for Adult Social Care and Learning Disability Services, as there are many overlaps and synergies between the two strategies.

The strategy includes a key priority of partnership working. Part of this priority is to increase the capacity of the workforce development sub group to meet the development needs of the learning disability workforce across the workforce as a whole.

This is explained in further detail in the next section.

Who will take forward the work in the strategy and work plan?

The work on the strategy and work plan will be undertaken by the Workforce Development Sub Group of the Brighton & Hove Learning Disability Partnership Board. The Brighton & Hove Learning Disability Partnership Board is responsible for taking forward the objectives of *Valuing People Now*. Workforce development is an important part of this. Partnership working is a vital component of developing the workforce. In the sub group we will aim to extend our membership to include people involved in children's workforce development, and also in the health sector. We will communicate with other stakeholders as required. This is described in further detail in our communications plan.

The primary work of the sub group is to agree the main issues for workforce development; to set objectives; put in place actions to maximise the chances of achieving the objectives, and to monitor and review our progress. Our primary line of accountability is to the main Partnership Board. Our core activity is not the delivery of training, but as training is a significant component of workforce development we will advocate best practice on training delivery to the learning disability workforce. This includes involving people with learning disabilities and their carers both in training and in other aspects of workforce development.

What are the drivers for workforce development?

The following government papers have significant implications for workforce development:

- *Valuing People Now: A New Three Year Strategy for People with Learning*

- *Disabilities* (Department of Health, 2009)
- *Putting People First – Interim Statement* (Department of Health, 2008)
- *Our Health, Our Care Our Say: A New Direction for Community Services* (Department of Health, 2006)
- *2020 Children and Young People’s Workforce Strategy* (Department for Children, Schools and Families, 2008)
- *Tomorrow’s People* (Audit Commission, 2008)
- *NHS, National Workforce Projects: People with a Learning Disability, Workforce Planning Resource Pack* (NHS National Workforce Projects, 2007)
- *Services for People with Learning Disabilities and Challenging Behaviour or Mental Health Needs – (the Mansell Report revision)* (Department of Health, 2007)
- *Carers at the heart of 21st century families and communities: a caring system on your side, a life of your own* (Department of Health 2008)

The personalisation agenda aims to give people who access services greater choice and control. It will mean transforming the way services are organised, practiced and delivered. This has significant implications for the current and future workforce.

More locally *The Learning Disability Commissioning Strategy* (Brighton & Hove City Council & Brighton & Hove City NHS Teaching Primary Care Trust, 2008) describes how services for people with a learning disability will be planned and commissioned in Brighton & Hove.

What are the key themes for workforce development?

A number of themes for workforce development emerge from the above documents:

- Personalisation of social care and new types of worker roles
- Involving people who use services and their carers
- Recruitment and retention
- Working in partnership
- Qualification routes and career pathways
- Increasing awareness of the needs of people with learning disabilities in the health sector
- Safeguarding vulnerable people
- Increasing the capacity of the workforce to deliver effective leadership and management
- Delivering change in organisations

- Improving the skills of the workforce to work with traditionally excluded groups

What are the factors for success in Brighton & Hove?

The Workforce Development Sub Group of the Brighton & Hove Learning Disability Partnership Board has established a stable membership and developed partnership working on workforce development. Over its lifetime the group has:

- Established links with stakeholders
- Produced a DVD featuring the views of people with learning disabilities which can be used on staff training.
- Helped produce and promote best practice guidance on involving people with learning disabilities in recruitment
- Run a series of workshops for leaders across the city themed on change
- Is running a project to raise awareness of the needs of people with learning disabilities for people working in universal services
- Has worked with and influenced other groups and organisations. For example work is being undertaken through the Skills for Care Sub Regional Committee to produce guides for people working as personal assistants
- The workforce development themes identified by the group have influenced the development and qualifications programme from Brighton & Hove City Council available for people working in all sectors of adult social care.

Brighton & Hove City Council has achieved Investors in People status. A Learning Disability and Adult Social Care Workforce Strategy Executive Group and Workforce Development Strategy for Adult Social Care and Learning Disability Services has been developed. This strategy is for employees of Brighton & Hove City Council with links to partner organisations. There are significant common agendas across the Adult Social Care and Learning Disability Workforce Development Strategy and the Learning Disability Workforce Development Strategy. This presents the opportunity for shared working and an increase in resources to the work of the Learning Disability Workforce Development Sub Group.

What are some of the challenges to workforce development in Brighton & Hove?

A requirement of *Valuing People Now* is to work in partnership with people with learning disabilities and to involve them in training. Whilst the Workforce Development Sub Group has made some progress here, more remains to be done.

Data on workforce demographics is patchy and incomplete.

The vision for workforce development in *Valuing People Now* is ambitious and broad. It will require genuine commitment from a range of stakeholders, including large organisations. It will be a challenge to deliver a strategy and action plan that is relevant, meaningful and achievable.

At the time of writing the Workforce Development Sub Group has few resources. The current membership consists of people for whom this strand of their work is only one of many in busy work schedules. Aside from LDDF allocations there is no dedicated money to support the work of this group.

The Strategy

Strategic Priority 1: Recruitment and retaining an excellent workforce

- Promoting work with people with learning disabilities
- Promoting the involvement of people with learning disabilities in the recruitment and induction of staff
- Increase skills in recruitment in social care and health
- Development of and promotion of training, qualification and career pathways
- Development of and promotion of best practice in induction
- Development of supervision skills in social care and health

Strategic Priority 2: Developing New Ways of Working

- Increasing the capacity of the workforce to identify the need for, and support people with, the use of assistive technology and daily living equipment
- Identifying and supporting the workforce development needs arising from self-directed support pilots/initiatives, including the needs of personal assistants and their employers
- Developing the skills of the social care and health workforce to meet the personalisation agenda and deliver person centred approaches
- Developing the capacity of the workforce to meet the vision of the commissioning strategy
- Supporting the development of the capacity of other agencies/sectors who provide services to people with LD (housing, employment, education etc)

Strategic Priority 3: Developing the Skills and knowledge of the Workforce

- Increasing awareness of the needs of people with learning disabilities with health staff
- Increasing awareness of health needs of people with learning disabilities in support staff
- Develop the skills and knowledge of the workforce to support people with Autistic Spectrum Condition
- Develop the skills, knowledge and attitudes of the workforce to support

- people with complex needs
- Develop the skills and knowledge of the workforce to support vulnerable people (safeguarding)
- Develop a model to support the learning disability qualification
- To shape the learning disability development offer funded by the Foremost monies
- Improving the ability of the workforce to communicate effectively with people with LD
- Improving the skills of the workforce to support people who have traditionally been excluded

Strategic Priority 4: Leadership & Management

- Development of increased skills in commissioning services
- Provide opportunities for managers to share best practice and learning to broaden their knowledge and skills

Strategic Priority 5 Developing excellence in leading for change

- Increase the skills of managers and leaders to deliver change

Strategic Priority 6: Partnership Working

- Increase membership of Workforce Development Sub Group to partner stakeholders in order to extend the capacity of the group to develop the wider workforce
- Develop and model best practice in involving people with learning disabilities in workforce development
- Increase our knowledge of the demographics and skills of the learning disability workforce
- Influence the agendas of partners organisations and stakeholders to address workforce development issues and meet the Valuing People agenda