

**Croydon DAAT
Workforce
Development
Strategy
2006-2008**

Executive Summary

The NTA is implementing a programme of workforce development at a national level to achieve expansion in the workforce and improve training and professional development of these employees. The programme consists of:

- the development of a national set of competencies for the substance misuse sector (DANOS, May 2003)
- a qualification framework with clear pathways for entry, progression and transfer across sectors based on these
- Other relevant national occupational standards from health, social care and criminal justice.

The 2008 targets for the professional development of practitioners and managers, based on occupational standards are:

- 75% of non professionally trained staff are undertaking or have achieved NVQ 3 or equivalent
- 60% of professionally trained staff are undertaking a programme of continuous professional development, including professional development awards
- 90% of managers are undertaking or have achieved an appropriate management training programme as defined by their employers

In order to get a baseline commissioned services were sent a short questionnaire to complete and asked to provide the DAAT with their recruitment and retention policies and training/ development plans.

Adult Services

The total adult workforce is 63.

62% of staff have professional qualifications, 24% non professional.

- 33% of non-professionally trained staff are undertaking or have achieved NVQ3 or equivalent in Health and Social Care. (3 are due to start)
- 59% of all professionally trained staff are undertaking or have achieved continuous professional development awards.
- 57% of managers are undertaking or have achieved an appropriate management training programme.

Young People's services

The total young people's substance misuse workforce in Croydon is 13.

- 77% of the workforce has a professional qualification, 15% are non-professional staff.
- 90% of professional staff are taking or have achieved Continuing Professional Development Awards
- 100% of non-professional staff have or are taking NVQ equivalent training (People in Vision, Responding to Substance Misuse levels 2 and 3). 1 member of professional staff has also taken an NVQ 3.

The objectives of the Workforce Development Strategy are to:

1. Support services to ensure that the existing workforce is competent and skilled up to deliver the national and local treatment effectiveness strategies
2. Increase the workforce by providing pathways into drugs work
3. Develop pathways for (ex) service users into Employment, Training and Education (ETE opportunities)

4. Work with the business community to support good practice in dealing with employees who may have substance misuse issues

Management training will be a priority in 2006/07

Targets

Target	05/06 (baseline)	06/07	07/08	National Target 2008
% of non professionally trained staff undertaking or have achieved NVQ3 or equivalent	33%	60%	75%	75%
% of professionally trained staff undertaking a programme of CPD including professional development awards	59%	75%	90%	60%
% of managers undertaking or achieved an appropriate management training programme	50%	70%	90%	90%

Introduction

The NTA is implementing a programme of workforce development at a national level to achieve expansion in the workforce and improve training and professional development of these employees. The programme consists of:

- the development of a national set of competencies for the substance misuse sector (DANOS, May 2003)
- a qualification framework with clear pathways for entry, progression and transfer across sectors based on these
- Other relevant national occupational standards from health, social care and criminal justice.

The 2008 targets for the professional development of practitioners and managers, based on occupational standards are:

- 75% of non professionally trained staff are undertaking or have achieved NVQ 3 or equivalent
- 60% of professionally trained staff are undertaking a programme of continuous professional development, including professional development awards
- 90% of managers are undertaking or have achieved an appropriate management training programme as defined by their employers

Partnerships will need to ensure steady progress from 2006 on these targets and make appropriate revisions to service level agreements (SLAs) to ensure compliance. SLAs should specify workforce activities and the DAAT will require evidence that induction, individual staff development plans, trainee and volunteer schemes, and provision for undertaking the NVQ3 in Health and Social Care and Continuing Professional Development awards are in place by:

- Requesting copies of all human resource policies as part of the SLA
- Ensuring these policies have regular review dates
- Requesting the result of staff satisfaction surveys
- Monitoring compliance under the Race Relations (Amendment) Act 2000
- Monitoring that DANOS is underpinning the recruitment and training process

SLAs will also include funding for training and staff development (including manager development).

The workforce development programme is influenced by a national skills shortage within the drugs field and the NTA has recognised that the required levels of expansion and improvement in treatment cannot be achieved without a significant expansion in the workforce. The increased demand on services coupled with low numbers within the drugs field signifies a need to attract people from other disciplines into the workforce. In addition education training and employment is acknowledged as a key factor in the aftercare of people who enter into treatment and should be seen as an integral part of their treatment journey.

This strategy document sets out how Croydon DAAT aims to achieve the national targets and outlines the actions aimed at increasing the workforce by targeting local people who are currently working in other sectors as well as providing education, training and employment pathways for (ex) service users, and supporting users to remain in employment through assisting with the development of workplace policies (especially in the business sector).

This strategy will link with and complement workforce development strategies from other departments, agencies and partnerships in the borough.

Background

Croydon is a large and complex borough with many of its communities facing a range of problems common to some of Britain's most deprived areas. Croydon has prosperous areas and is ranked the 13th least deprived borough in London. Despite this prosperity some of Croydon's residents live in some of the most deprived communities.

Drug offending, i.e. possession and supply is a problem that is increasing in Croydon, with Crack Cocaine and Cocaine appearing the most significant. Due to the acquisitive nature of Class 'A' drugs, users tend to fund their dependence by committing acquisitive crimes like robbery, burglary and shoplifting. It is estimated that there are approximately 1,800 problematic drug users in Croydon who are often combining a number of drugs such as crack, heroin and alcohol. Heroin and crack users are responsible for 50% of acquisitive crime and around three quarters of crack and heroin users claim to be committing crime to feed their habit.

Getting people into treatment quickly can have a significant impact on reducing drug-related crime. The number of people involved in drug treatment programmes in Croydon has increased from 245 in 1998/99 to 1093 in 2005/06 with the majority of people being treated for heroin or crack use, however in recent years there has been a significant increase in those presenting for treatment that are using both. The introduction of the Drug Intervention Programme in 2004 meant that people who were charged with a trigger offence (possession/supply of drugs, shoplifting, burglary and other acquisitive crime) gained rapid access to drug treatment programmes that reduce potential re-offending.

Strategic Influences

- Models of Care: Update 2006 outlines the NTA's treatment effectiveness strategy. The key components are improving the client's journey through treatment, treatment delivery, improving treatment completion and community integration, improving commissioning, improving service provision.
- Tough Choices is the project name given to the expansion of the Drugs Intervention Programme. From 1st April 2006 people arrested for trigger offences will be tested on arrest. The initiative is made up of three elements; test on arrest, required assessment and restriction on bail. The aim is to identify more problem drug users and encourage more people who test positive to attend assessment by adding a sanction to failure to attend and remain. It is anticipated that 30 people per month will be added to existing workloads generating an extra 320 per year (allowing for attrition). This has resulted in 3 additional workers to manage the increased caseload.

Links to wider strategic targets

The Workforce Development strategy will make a large contribution to some of the overall DAAT targets, particularly with regards to retention and completion rates. In addition this strategy will have a significant but indirect impact on PSA6 (increase voluntary and community engagement, especially amongst those at risk of social exclusion) of the Safer Croydon Crime Reduction Strategy 2005-2008.

Towards a baseline

In order to get an understanding of the current workforce training needs across the DAAT, services were sent a short questionnaire to complete and asked to provide the DAAT with their recruitment and retention policies and training/ development plans. Although the targets above are for adult services only, questionnaires were also sent to Young People's services to get a general view.

Adult Services

The total adult workforce is 63 (excluding 1 organisation and volunteer workforce). 62% of staff has professional qualifications, 24% non professional. The remaining 14% include vacant posts and admin/support staff

- 33% of non-professionally trained staff are undertaking or have achieved NVQ3 or equivalent in Health and Social Care. (3 are due to start)
- 59% of all professionally trained staff are undertaking or have achieved continuous professional development awards.
- 57% of managers are undertaking or have achieved an appropriate management training programme.

33% of services have recruitment and retention plans or policies, and 66.67% said they have a training and development plan.

Young People's services

The total young people's substance misuse workforce in Croydon is 13, with 1 vacant post (this does not include CAMHs staff who work with young people with a dual diagnosis but are not funded by the DAAT).

- 77% of the workforce has a professional qualification, 15% are non-professional staff.
- 90% of professional staff are taking or have achieved Continuing Professional Development Awards
- 100% of non-professional staff have or are taking NVQ equivalent training (People in Vision, Responding to Substance Misuse levels 2 and 3). 1 member of professional staff has also taken an NVQ 3.

All managers in post are taking or have achieved a management programme. There are no NVQ assessors in the young people's workforce.

Volunteer Workforce

Although the audit did not include the volunteer workforce, one organisation reported using 20 volunteers.

Diversity in the Workforce

An analysis of the ethnicity of workforce in Croydon treatment services for 05/06 shows that out of a total workforce of 87¹ at practitioner level, the highest proportion of staff is White British (42%). Practitioners from Black or Black British communities (African, Caribbean or Other) make up 15.70% of the workforce and 7.8% are from Asian or Asian British (Bangladeshi, Indian or Other) communities. 78% of service managers are White British, 22% White Irish or White Other. 100% of commissioners are White British. These proportions are similar to those found at the end of 04/05. A low turnover of service managers over the year may mean little or no pathways for staff to move into management positions in the short term. There is danger therefore that practitioners seeking more senior roles will move out of the borough. That said agencies should be encouraged to continue to ensure career progression is an integral part of staff development.

The analysis did not look at other equalities areas like gender, age disability or sexual orientation as that information is not collected in the DAAT. Workforce ethnicity issues will also be addressed in the Diversity Strategy.

¹ Total workforce includes commissioners, adult and young people's drugs and alcohol services

Developing a competent workforce

Core competencies that have been identified within the care sector and the children's workforce are also core to the drug and alcohol sector.

The core competencies for those working with adults in the substance misuse sector are:

1. Communication skills
2. Health and safety
3. Continuing professional development
4. Principles of care

Drug and Alcohol National Occupational Standards (DANOS) are part of a suite of Health and Social Care standards. There are over 100 standards that cover a wide range of activities and roles both generic and substance misuse specific.

Drugs workers are expected to demonstrate that they meet the 4 core competencies through an externally assessed, competence-based qualification like National Vocational Qualification for Health and Social Care (NVQ) level 3.

The 4 core units that are mandatory for drugs workers who work with adults support the competencies above. They are:

1. BI5 Promote effective communication for and about individuals (HSC² 31)
2. BD4 Promote, monitor and maintain health, safety and security in the working environment (HSC 32)
3. AC1 Reflect on and develop your practice (HSC 33)
4. AA6 Promote choice, wellbeing and the protection of all individuals (HSC 35)

(Those working with children and young people are required to take unit HSC 34 'Promote the well-being and protection of children and young people' instead of unit AA6 (HSC 35) above)

In addition staff should be able to demonstrate 4 optional units that are relevant to their work. They will be identified together with their employer, line manager or a HR specialist who will advise the candidate on the selection of optional units relevant to their role.

If they are not qualified at the point of recruitment they will be required to undertake an externally assessed competence qualification.

The NTA requested that by December 2004 all job descriptions for adult service delivery, management of services and commissioning are written so that roles are in line with DANOS competencies. This is to assist employers and workers in identifying the DANOS units required to competently carry out a particular role.

71% (5 organisations) stated that 75-100% of their job descriptions have been mapped to DANOS competencies (1 organisation 100%). 2 organisations said less than 25%.

The common core of skills and knowledge for those working with children and young people in the substance misuse sector are:

- Child and young person development
- Safeguarding children and promoting welfare
- Effective communication and engagement
- Supporting transitions
- Multi-agency working
- Sharing information.

The relevant generic National Occupational Standards for working with Young People are currently being developed. The Youth Justice National Occupational Standards (YJ-NOS) include 4 substance misuse specific units relevant to children and young people:

1. Assess children and young people's use of substances and the effect of these on their lives
2. Enable children and young people to be supported by substance use services

3. Enable other to develop their knowledge and skills about substance use and its effects in the interests of children and young people
4. Enable children and young people to address their substance use

The Children and Young People's Strategic Partnership Board is developing a workforce development strategy that will cover all staff that work with children and young people and elements of this strategy will be included. In addition the Young People's Substance Misuse Plan 2006/2007 details drugs awareness training that will be delivered to agencies in this financial year.

DAAT Training Programme

Croydon DAAT has been running awareness training for a wide range of professionals since 2002/03. The overall aim is to increase the availability and quality of treatment for drug and alcohol misusers. Drug Awareness training is provided at 2 levels:

Level 1 is aimed at agencies and professionals who are likely to come into contact with substance misusers, without necessarily having a specific role in their treatment (e.g. GP receptionists, teachers, some social workers, police and foster parents)

Level 2 is aimed at agencies and professionals who are likely to have more sustained roles with substance misusers and may be involved in some elements of treatment (e.g. general practitioners, youth workers, residential social workers, accident and emergency staff)

The objectives of the training at all levels are:

- To increase early recognition of drug misuse
- To enhance participants' confidence and willingness to intervene when drug misuse is recognised
- For participants to learn basic facts about the commonly misused drugs, their effects and the problems of intoxication and withdrawal
- To provide the basis for an initial informed discussion with drug misusers (and in working with drug users)
- To provide advice on appropriate referral
- To provide awareness of the roles of other agencies

The DAAT training programme has proved to be very popular in Croydon. In 04/05 11 training sessions were held,³ 226 people attended and Social Services, SLAM and LBC Housing accounted for the highest number of participants. The training programme has been mapped to and supports the following DANOS units:

Training	DANOS UNITS
Drugs Awareness Level 1	AA1; AA3; AC1; AD1
Drugs Awareness Level 2	AA3; AB2; AB5; AC1; AD1; AF1; AF2; AI1; AI2
Alcohol Awareness	AA1; AA3; AC1; AD1
Dual Diagnosis	

The current training programme does not cover all the core units and will need to be adapted to take the units into consideration.

The DAAT will be working with an appropriate body to develop the training programme with a view to gaining accreditation that can lead to a Professional Development Award. This will be delivered at different levels for different audiences from entry level to level 3 (equivalent to NVQ3).

Housing Training Needs Analysis

³ Drugs awareness level 1 (7sessions), Level 2 (3 sessions), Alcohol awareness (2 sessions), Overdose training (1 session)

In 2005 the International Centre for Drug Policy (ICDP) carried out a training needs analysis of housing staff. 70% of clients were reported to have a drug problem and 74% reported to have an alcohol problem. Housing staff recognise the need to receive training on drug and alcohol issues, whether they work directly or indirectly with customers. A number of recommendations were made which will be taken forward by the DAAT unit and CAT⁴ group.

Substance Misuse in the Workplace

Some drug users will already be in employment. Their drug misuse may be having an adverse effect on their work potential and attendance. It is crucial that where possible the employee is supported to remain in the job while undergoing treatment and/or supported to return to work following treatment.

Employers need to be assisted and encouraged to develop workplace policies based on best practice that will enable staff to feel that any disclosure will be met with support and understanding.

⁴ Croydon Action on Training is a multi agency group that oversees the delivery of the training programme

Croydon DAAT Workforce Development Strategy

The Workforce Development Strategy for 2006-2008 sets out how Croydon DAAT aims to achieve the national targets and outlines the actions aimed at increasing the workforce by targeting local people who are currently working in other sectors as well as providing education, training and employment pathways for (ex) service users. The strategy and targets are primarily aimed at adult services. Staff from young people's services will be covered through the common core of skills and knowledge for those working with children and young people which will be managed through the Children and Young People's Strategic Partnership Board Workforce Development Strategy.

The objectives of the Workforce Development Strategy are to:

1. Support services to ensure that the existing workforce is competent and skilled up to deliver the national and local treatment effectiveness strategies
2. Increase the workforce by providing pathways into drugs work
3. Develop pathways for (ex) service users into Employment, Training and Education (ETE opportunities)
4. Work with the business community to support good practice in dealing with employees who may have substance misuse issues

Management training will be a priority in 2006/07

National Targets

Target	05/06 (baseline)	06/07	07/08	National Target 2008	Cost
% of non professionally trained staff undertaking or have achieved NVQ3 or equivalent	33%	60%	75%	75%	tbc
% of professionally trained staff undertaking a programme of CPD including professional development awards	59%	60%	60%	60%	tbc
% of managers undertaking or achieved an appropriate management training programme	50%	70%	90%	90%	Appropriate training programme is determined by employer

Local Targets

Target	05/06 (baseline)	06/07	07/08	Comments
No of SLAs that include		60%	100%	Depends on

workforce targets				when contacts/SLAs are up for renewal
No of organisations with recruitment/retention plans	33%	60%	100%	
No of organisations with training/development plans	66.67%	100%	-	
No of organisations with workforce development strategies	43%	60%	100%	
No of organisations with 100% Job Descriptions mapped to DANOS	71%	100%	-	

Workforce development will be addressed in the following areas

1. Supporting services to ensure that the existing workforce is competent and skilled up by:
 - Writing workforce development in SLAs, including objectives for meeting national targets
 - Developing an accredited training qualification equivalent to NVQ3
2. Increasing the workforce by providing pathways into drugs work and attracting:
 - People who live and work in the borough
 - Ex service users
 - Young people
 - People from communities that are under-represented in drugs services

We will seek to do this through:

- Volunteering and mentoring
 - Developing DAAT training programme to include a trainee programme for people who wish to enter the drugs field
3. Develop pathways for service users into Employment, Training and Education (ETE) initiatives
 4. Work with the business community to support good practice in dealing with employees who may have substance misuse issues

Croydon DAAT Workforce Development Strategy

ACTION PLAN

2006-2008

Workforce Development Action Plan – 2006-2008

	Objective	Action	Lead	Timescale	Cost	Review
National Targets by 2008:						
<ul style="list-style-type: none"> • 75% of non professionally trained staff are undertaking or have achieved NVQ3 or equivalent • 60% of professionally trained staff are undertaking a programme of continuous professional development, including professional development awards • 90% of managers are undertaking or have achieved an appropriate management training programme as defined by their employers 						
		Create a Workforce Development Forum	Workforce Development Lead	March 2007		
		Recruit a workforce development officer	DAAT Co-ordinator	Sept 2006		
1. Support services to ensure that the existing workforce is competent and skilled up						
	Write workforce development in to agency Service Level Agreements	Take up in SLA renewal negotiations	Commissioning managers (Adults, Young People, Housing)	Sept 2006	N/A	Quarterly
		Agency workforce monitoring	Commissioning managers	Every quarter	N/A	Quarterly
		Develop data sets to capture workforce monitoring	Workforce Development Officer /Data manager	Sept 2006	Workforce development lead salary costs	
		Agree an approach to workforce development with agencies that work across more than one borough	Commissioning manager	September 2006	N/A	
		Develop detailed recruitment and retention plan	Workforce Development Officer	Dec 2006	As above	Sept 2006
		Develop detailed training and development plan	Workforce Development Officer	Dec 2006	As above	Sept 2006
		Identify appropriate management training	Commissioning manager/Service Managers	Sept 2006		
	Develop an accredited training qualification equivalent to NVQ3 (OCN Professional Award)	Map training provided in the borough and externally	Workforce Development Officer	Sept 2006		
		Work with appropriate body to develop a training programme from entry level through to level 3	Workforce Development Officer /CAT Group	Jan 2007		At CAT meetings
2. Increase the workforce by providing pathways into drugs work						
	Seek to attract: <ul style="list-style-type: none"> • People who live and work in the borough • Young people • Ex service users • People from communities that are under-represented in drugs services' workforce 	Map volunteer workforce in Croydon Services	Workforce Development Officer	Dec 2006		
		Make links with the local volunteer bureau	Projects Co-ordinator	July 2006		
		Develop a trainee programme for people who wish to enter the drugs	Workforce Development Officer	March 2007		

	Objective	Action	Lead	Timescale	Cost	Review
		field (See above)				
		Explore the development of an apprenticeship scheme	Workforce Development Officer	March 2007		
		Explore the role of NHS/LBC managers in mentoring workers at practitioner level to increase managerial skill set of these workers in order to potentially achieve a more balanced workforce concerning ethnicity amongst managers and commissioners (see also Diversity Strategy)	Workforce Development Officer	March 2007		
3. Develop pathways for (ex) service users into Employment, Training and Education (ETE opportunities)						
	Increase the numbers of (ex) service users who enter education, training or employment					
		Carry out a review of existing ETE provision in Croydon	Workforce Development officer/ Projects Co-ordinator	Oct 2006		
		Ensure ETE development is embedded in the forthcoming DAAT Aftercare Framework	Projects co-ordinator/Commissioning Manager	Mar 2007		
		Explore opportunities to develop ETE projects within the LEGI ⁵	DAAT Co-Ordinator/Projects Co-ordinator	June 2006		
		Develop links with Job Centre Plus, Progress2Work (P2W) and Learning and Skills Council (LSC)	Projects Co-Ordinator/ Workforce Development Officer	July 2006		
4. Work with the business community to support good practice in dealing with employees who may have substance misuse issues						
		Explore opportunities to develop projects to promote good practice within the LEGI bid	DAAT Co-Ordinator/Projects Co-Ordinator	June 2006		
		Make links with local Chamber of Commerce	Projects Co-Ordinator	Sept 2006		
	Review Action Plan	Carry out a review of the plan and revise accordingly	Workforce Development Officer	April 2007		

⁵ Local Enterprise Growth Initiative