How can we build the right workforce to support people with a learning disability and/or autistic people?
**Introduction**

This short guide gives an overview of Skills for Care’s resources that could help you build the right workforce to support people with a learning disability and/or autistic people who are at risk of displaying behaviours which challenge.

It’ll help you ensure that the right people, with the right values and skills, are doing the right roles in the right places, depending on the needs and wishes of people who need care and support.

We’ve grouped our resources under key themes to support you at every stage of your business cycle, including:

■ setting the right culture and values
■ workforce planning
■ workforce capability
■ recruitment and retention
■ workforce development
■ evaluating and re-assessing when changes happen.

This guide is suitable for adult social care commissioners and providers of all sizes. However some of the resources might be more suitable for you than others, depending on which ‘type’ of workforce you’re responsible for. We’ve split these up into:

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We’ve put a ‘*’ to show which workforce each resource is most relevant to.

**Talk to us**

Speak to one of our locality managers if you want to find out more about how we can support you. They can signpost you to relevant information and tools and keep you up to date about funding opportunities and local events. Find your local representative at [www.skillsforcare.org.uk/inyourarea](http://www.skillsforcare.org.uk/inyourarea).

We also offer bespoke support to help you understand your organisation more and implement changes that will improve outcomes for people who need care and support.
Resources to help you
build the right workforce

Click on the titles below to take you to that section, or work your way through the guide. There’s also buttons down the side of the page to help you move through the guide.

Each section links to useful resources from Skills for Care to support you at every step.

1. Set the right culture and values

2. Workforce planning
   How many people need to be doing which job, when and where?

3. Workforce capability
   What values, skills and knowledge does the workforce need?

4. Recruitment and retention
   Find and keep the right people with the right values

5. Workforce development
   Ensure staff have the right skills and knowledge

6. Evaluate and re-assess as changes happen
1 Set the right culture and values

Culture is the character and personality of your organisation – it’s what makes your organisation unique and is underpinned by your values, traditions, beliefs, interactions, behaviours and attitudes. Having a positive workplace culture is fundamental to delivering high quality care and support.

A big part of developing a positive workplace culture is to have a strong set of workplace values, and ensure these are embedded throughout your organisation.

This is essential to ensure that the culture supports person-centred, positive approaches to care and support which reflect the age, culture and interests of people who access care and support.

**What are workplace values?**
Values are the beliefs and views that people hold about what’s right or wrong and good or bad. They apply to all aspects of life and influence how a person behaves in different situations.

As an adult social care employer you should have workplace values which reflect the things that you believe are most important to your organisation, the way it works and how these are applied to the people you care for.

**Resources to help**

**Values based recruitment and retention toolkit**
www.skillsforcare.org.uk/values

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This toolkit has practical tools and templates to help you establish your workplace values and embed them in your organisation, including:

- **Examples of core values** which explains some of the values that are central to providing high quality care and support

- **Example values and behaviours framework** picks out four core values and explains the behaviours you’d expect to see from workers with those values

- if you already have workplace values, use this **Values and behaviours mapping tool** to map them onto the example framework and see if there are any gaps.
Developing a positive workplace culture toolkit
www.skillsforcare.org.uk/culture

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This toolkit is for adult social care employers of all sizes. It explains what a workplace culture is and how you can develop a positive culture in your organisation.

Principles of workforce redesign
www.skillsforcare.org.uk/POWR

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If you’re planning on restructuring or transforming your workforce, these principles explain the things you need to take into account when changing the way your staff work.
2 Workforce planning

How many people need to be doing which job, when and where?

Before you start recruiting people, you need to understand who you need to recruit, in terms of people and roles.

This involves understanding:
- the needs and aspirations of the people using the service(s)
- what your drivers for business are
- what challenges you might need to overcome in the near future, for example do you have a lot of workers nearing retirement age
- if there are any commissioning changes that you need to plan for.

Resources to help

National Minimum Data Set for Social Care
www.skillsforcare.org.uk/discovernmds

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Sign up for a NMDS-SC account to collect information about your current workforce and your future needs. You can also access workforce intelligence reports about your local or regional area – they can also help you benchmark your current position and plan for the future.

Examples of workforce development
www.skillsforcare.org.uk/workedexamples

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These worked examples are based on real-life scenarios of people with learning disabilities and/or autistic people, who display or are at risk of displaying behaviours which challenge. They explain what workforce that individual needs, what skills and knowledge the workforce needs, and how much this training would cost. They’re for adult social care commissioners and providers, to help you identify learning and development needs and plan support.
A practical guide to workforce shaping and commissioning for better outcomes
www.skillsforcare.org.uk/workforceshaping

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This guide is for staff with adult social care workforce and commissioning responsibilities in local authorities. It sets out the key steps and processes needed to commission the right workforce.

Workforce planning tool
www.skillsforcare.org.uk/workforceplanning

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The tool will guide you through the process of developing a workforce plan using a practical ‘analyse-plan-do-review’ method.

Information about what the workforce looks like
www.skillsforcare.org.uk/learningdisabilityworkforce

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‘The adult social care workforce supporting people with learning disabilities and/or autism: data from the National Minimum Data Set for Social Care (July 2016)’ report provides data about the adult social care workforce that supports people with a learning disability and/or autistic people in England.
3 Workforce capability

What values, skills and knowledge does the workforce need?

Once you know how many staff you need, it’s important to identify what values, skills and knowledge they need.

Resources to help

Workforce planning and development tool
www.skillsforcare.org.uk/workforceplanning

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This tool can help you identify the learning and development needs of your workforce.

Care roles to deliver the Transforming Care Programme: building the right support
www.skillsforcare.org.uk/TCPcareroles

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This guide supports commissioners and providers to build a workforce with the right skills, knowledge and competencies who directly support people with a learning disability and/or autistic people. It can be used to inform the commissioning of local education and training, and the development of provider service specification and contracts.
When you’ve developed a workforce plan, and you know who you need to recruit, it’s time to find and keep the right people for your roles.

Taking a values-based approach to your recruitment can help you find the right workers for your organisation, who are more likely to stay. This approach involves establishing strong workplace values and ensuring that your workforce matches them. Doing this will help to reduce time and wasted resources in recruiting the wrong people.

**Resources to help**

**Finding and keeping workers**
[www.skillsforcare.org.uk/finderskeepers](http://www.skillsforcare.org.uk/finderskeepers)

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This toolkit has practical tips and resources to help you attract, take on and keep workers with the right values. It includes practical resources to help you:
- embed your workplace values in recruitment to attract the right people
- use different promotion methods to reach more people
- widen your talent pool
- offer opportunities for people to see what working in adult social care is like, for example work experience
- do the right checks.

**I Care...Ambassadors**
[www.skillsforcare.org.uk/icareambassadors](http://www.skillsforcare.org.uk/icareambassadors)

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This initiative is a great way to build links in your local community and boost your business profile. When you join **I Care...Ambassadors** you’ll nominate enthusiastic staff who deliver careers activities to people who are making their career choices. You’re details are also added to our online Search Register which is accessed by hundreds of teachers and careers advisors every month.
Provide good management
www.skillsforcare.org.uk/leadershipandmanagement

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Good people management can help you retain staff. To do this, all your managers need the right values, and lead by influence in your organisation.

- The **People performance management toolkit** can help you manage your team’s performance. It includes sections about managing the different motivations of different staff and reviewing their performance. Visit [www.skillsforcare.org.uk/PPMT](http://www.skillsforcare.org.uk/PPMT).

- Regular supervision provides a structure to support your workers with their work performance and wellbeing. You can also check that they understand your workplace values and embed them in everything they do. Our **Effective supervision guide** can help. Visit [www.skillsforcare.org.uk/supervision](http://www.skillsforcare.org.uk/supervision).

- The **Information hub for individual employers** has practical resources and templates to help individuals who employ their own personal assistants using a direct payment, personal health budget or with their own money. Visit [www.skillsforcare.org.uk/iepahub](http://www.skillsforcare.org.uk/iepahub).

**Support for leaders and managers**

Leaders and managers are responsible for supporting people who need care and support, taking care of their staff and influencing the quality of care. It’s vital that they have the right skills, qualifications and confidence to do this.

The **Manager Induction Standards** explain what a manager needs to know and understand to perform well in their role. Download them from [www.skillsforcare.org.uk/MIS](http://www.skillsforcare.org.uk/MIS).

Our **leadership programmes** can help leaders at all levels to develop their knowledge and skills. Find out more at [www.skillsforcare.org.uk/leadership](http://www.skillsforcare.org.uk/leadership).

We also offer membership to **registered managers** where they’ll access exclusive support. They can also find peer support through local Registered Managers Networks. Find out more at [www.skillsforcare.org.uk/registeredmanagers](http://www.skillsforcare.org.uk/registeredmanagers).
5 Workforce development

Ensure staff have the right skills and knowledge

Everyone working in adult social care should be able to take part in learning and development so they can carry out their role effectively.

This will help to develop the right skills and knowledge so you can provide high quality care and support.

Resources to help

Provide a thorough induction

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When people first start their role, it’s important that you provide a thorough introduction and ensure they have the right knowledge and skills to get started.

- **Care Certificate** – the Care Certificate outlines the standards that all new adult social care and health workers need to meet, to work in the sector. Our practical resources and workbooks can help. Visit [www.skillsforcare.org.uk/CareCertificate](http://www.skillsforcare.org.uk/CareCertificate).

- **Mandatory training** – find quality learning providers endorsed by Skills for Care to deliver a range of training and qualifications. Visit [www.skillsforcare.org.uk/findalearningprovider](http://www.skillsforcare.org.uk/findalearningprovider).

- **Develop core skills** – everyone in social care needs English, number, digital and employability skills such as problem solving and team work. We have activity sheets and group activities to help. Visit [www.skillsforcare.org.uk/coreskills](http://www.skillsforcare.org.uk/coreskills).

Develop your staff and invest in learning
[www.skillsforcare.org.uk/learning](http://www.skillsforcare.org.uk/learning)

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Adult social care qualifications and apprenticeships are a great way to develop your staff, and you can apply for funding to help.

Here are some specific resources to help you develop the skills of your staff to support people with learning disabilities and/or autistic people.
Developing the skills of the autism workforce
www.skillsforcare.org.uk/autism

- The Autism skills and knowledge list sets out the skills and knowledge adult social care workers need to deliver high quality care and support to autistic people. Please note, this is being replaced with a new framework in 2019.

- Our Autism awareness learning resources lists training materials that have been developed by a range of organisations in the sector. They can help you increase awareness and understanding of autism.

Developing the skills of the learning disability workforce
www.skillsforcare.org.uk/learningdisability

- The Learning Disabilities Core Skills Education and Training Framework sets out the skills and knowledge that adult social care workers need to deliver high quality care and support for people with learning disabilities. It can help you to develop and deliver appropriate and consistent training. Please note, this is being updated in 2019.

Positive behavioural support (PBS)
www.skillsforcare.org.uk/PBS

- Positive behavioural support: a mini guide to arranging and paying for training can help you find PBS training for your workforce. It explains what to look for in PBS training, how to find a suitable training provider and how you can pay for training.

- The UK PBS competence framework explains the things that you need to know and the things that you need to do when delivering best practice PBS to people with learning disabilities and/or autistic people who display or at risk of displaying behaviours which challenge.

- The PBS Academy has also developed Standards for services which outlines the standards services should meet when delivering PBS.

Safeguarding
www.skillsforcare.org.uk/safeguarding

- Our Guide to adult safeguarding covers the key aspects of safeguarding in your workplace.

- What do I need to know about safeguarding adults key cards outline the key questions that social care workers need to know about safeguarding in the workplace. Workers should research the answers, discuss them with colleagues or their manager, and write the correct answers in the gaps on these pocket sized key cards. You can use them in induction to support the Care Certificate, team meetings and ongoing learning and development.
Evaluate and re-assess as changes happen

It’s important that everything you do is evaluated against what you were trying to achieve, so that you know whether it’s worked and whether you need to change anything.

This evaluation should involve people who need care and support and people close to them, and any changes should reflect their needs and aspirations.

Resources to help

Workforce outcomes measurement model
www.skillsforcare.org.uk/WOMM

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This model will help organisations to link the impact and benefits of workforce interventions to measurable, person-centred outcomes for people who need care and support and your organisation.

Principles of workforce redesign
www.skillsforcare.org.uk/POWR

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These principles will help organisations who are undergoing any form of organisational restructure or transformation. The seven principles set out the key things you need to take account of when changing the way your staff work.