

A black and white photograph of a young woman with long hair and glasses, wearing a dark zip-up hoodie, sitting on a patterned sofa. She is smiling and looking off-camera to the right. In the background, there is a large abstract painting and a vase of flowers. In the foreground, a keyboard is partially visible.

**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 to build the right workforce to support people with a learning disability and/or autistic people who display or are at risk of displaying behaviours which challenge.

It'll help you to 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:

Strategic workforce	Service workforce	Individual workforce
Responsible for the workforce across a whole population, who you might not know yet.	Responsible for the workforce in a service or small area, where you may know all the individuals using the service.	Responsible for the workforce for one individual, where you manage a team, possibly using a personal budget.

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.

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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	*

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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	*

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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	

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

Adult Social Care Workforce Data Set (ASC-WDS)

www.skillsforcare.org.uk/ASC-WDS

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	*

Sign up for an ASC-WDS 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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	*

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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*		

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.

Information about what the workforce looks like

www.skillsforcare.org.uk/learningdisabilityworkforce

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
	*	

‘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.

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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

Care roles to deliver the Transforming Care Programme: building the right support

www.skillsforcare.org.uk/TCPcarerroles

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	*

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.



4 Recruitment and retention

Find and keep the right people, with the right values

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

Recruitment and retention toolkit
www.skillsforcare.org.uk/randr

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
	*	*

This toolkit has practical tips and resources to help you attract, take on and keep workers with the right values. It has practical advice and resources to help you to:

- plan your recruitment
- embed your workplace values in recruitment to attract the right people
- use different promotional methods to reach more people
- select the right candidates
- do the right checks
- retain your staff.

I Care...Ambassadors
www.skillsforcare.org.uk/icareambassadors

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
	*	*

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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
	*	*

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.
- 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.
- 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.

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.

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

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.



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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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
	*	*

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.
- **Find a learning provider** – find quality learning providers endorsed by Skills for Care to deliver a range of training and qualifications. Visit www.skillsforcare.org.uk/findaprovider.
- **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.

Develop your staff and invest in learning

www.skillsforcare.org.uk/learning

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	*

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.

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Developing the skills of the autism workforce

www.skillsforcare.org.uk/autism

- The **Core Capabilities Framework for Supporting Autistic People** (Nov 2019) sets out the skills and knowledge that health and social care workers need to deliver high-quality care and support for autistic people. You can use it to support the development and planning of the workforce, and to inform the design and delivery of education and training programmes.
- 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 **Core Capabilities Framework for Supporting People with a Learning Disability** sets out the skills and knowledge that health and social care workers need to deliver high-quality care and support for people with a learning disability. You can use it to support the development and planning of the workforce, and to inform the design and delivery of education and training programmes.

Positive behavioural support (PBS)

www.skillsforcare.org.uk/PBS

- The **Guide to arranging and paying for PBS training** is for people involved in designing, delivering and/or commissioning PBS training in adult social care organisations. It explains what workers need to know and do to deliver high-quality PBS, outlines standards for PBS training and gives you tips about commissioning and/or designing PBS 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.

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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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	

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

This resource is most useful for:

Strategic workforce	Service workforce	Individual workforce
*	*	

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

