

Substance Misuse Workforce / Training Strategy's – An Aide Memoir			
	Y	N	COMMENTS
1. Do you have a drug and alcohol workforce planning strategy			If NO - When will you have one in place? If YES - can we have a copy?
2. If yes, does the drug and alcohol workforce strategy link to wider workforce strategies? For example, Local Authority Children's Workforce Strategy.			
RECRUITMENT & RETENTION			
Does it include a recruitment & retention strategy			
How do you recruit personnel? Recruitment agencies, Job Centre Plus, newspaper advertisement (Do you know how many staff you need to recruit in the coming year?) (Do you know the cost of various types of recruitment?) (Do your agencies work together to reduce the cost of recruitment by working together?)			
What are your links with Job Centre Plus			
Have you considered 'overseas recruitment'			
Does the DAT have an HR officer			
Do you have a competency based HR system in place?			
Are all your job descriptions written using competencies?			
Do you have a strategy for recruiting, retaining and managing 'volunteers'?			
Do you or have you considered the potential for using support staff (paraprofessionals)?			
Do you have any apprenticeship schemes in place?			
Do you have any other types of trainee type schemes in place?			
TRAINING			
Does it include a training strategy			
Have you ever done a local training needs analysis? Does one need doing?			
Drug and Alcohol Qualifications Framework <ul style="list-style-type: none"> •Do you provide basic drug awareness training? •What other training do you provide? •Are any of your courses accredited? •Are any of your courses vocational? 			
Does your training include Volatile Substance Abuse information?			
Does it include information relating to alcohol misuse?			

Do you know how many, and who attends drug and alcohol training			
Does the training strategy include both generic workers and specialist d & a workers			
Do you prioritise any groups of workers? For example those working with looked after children. If yes please state which groups.			
Are individual practitioners encouraged to develop 'professional portfolios' (written documentation providing evidence of professional development)			
Is any of your training accredited			
Do you have a training and assessment infrastructure in place <ul style="list-style-type: none"> •Do you have trained trainers (does the strategy include training the trainers) •Do you have trained assessors (does the strategy include assessor training) 			
Do you have good links with your local FE / HE colleges?			
Do you have a good link with your local Learning and Skills Council?			
Do you have links with the Awarding Bodies?			
Do you have links with any of the Sector Skills Councils?			
Is there a training budget? How much is it?			
Do you undertake any workforce analysis?			
Do you undertake any evaluation of your training strategy?			
COMMUNICATIONS			
Do you have a Comms Strategy to promote the sector as a positive place to work			

Briefing Note – Improving Competence

The National Treatment Agency and the Drug Strategy Directorate have produced a Workforce Development Plan for the substance misuse sector to support the implementation of the Updated Drug Strategy. The drug strategy is organised around three themes,

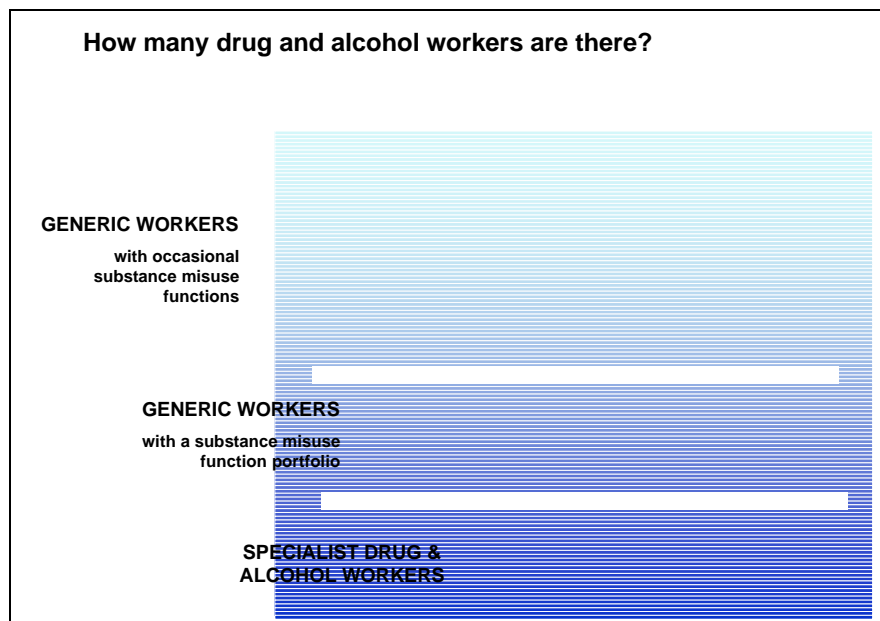
Young People
Criminal Justice
Treatment.


The workforce development plan reflects these three themes and has developed a model that can be applied across all three themes. The workforce involved in implementing such a broad ranging strategy will, by necessity, be made up of a wide range of practitioners drawn from diverse backgrounds. As part of the development of the Drug and Alcohol National Occupational Standards an occupational map was produced. It is estimated that there are some four million employees whose work requires them to have some knowledge of substance misuse issues. This workforce can be divided into three distinct groups,

Generic workers with an occasional substance misuse portfolio.

Generic workers with a substance misuse function portfolio.

Specialist drug and alcohol workers.



 This wider sector includes those working in education, health and social care and criminal justice. Some of these are generic workers who as part of their work will occasionally have to deal with substance misuse. For example, teachers, nurses, police officers. The DSD and NTA recognise that the wider group of practitioners that make up this group have a significant role to play in substance misuse¹.

¹ The substance misuse sector does not only relate to the specialised treatment of problematic drug users but to the broader agenda of prevention and aftercare.

Others, around 200,000, are employed in posts with a more significant substance misuse role. The successful implementation of the national drug strategy is reliant upon our colleagues in related sectors recognising and undertaking their roles in relation to substance misuse. For example, those working with more vulnerable individuals, teachers working in Pupil Referral Units, Mental Health or Accident & Emergency Nurses, Police Officers working in custody suites.

This workforce is made up of Specialist practitioners, whose roles primarily involve working with substance misuse. For example, PSHE Drugs Advisory Teachers, Community Drug Team Nurses, Police Officers working in specialist units.

Much attention has focused upon the increased number of workers required to implement the national drug strategy. The joint development plan includes a section relating to recruitment and retention and a work strand focusing upon assessing how many more workers are required. However, this paper focuses the workforce and upon the competence² of those working in the sector. To develop a dynamic and competent workforce and to value employees as intellectual assets requires,

- a culture that promotes their intellectual participation
- facilitates both individual and organisational learning,
- the creation of new knowledge and its application
- the willingness to share knowledge with others

Core competencies have been identified within the care sector and the children's workforce. These competencies are core to the drug and alcohol sector. Commissioners and employers should ensure that they recruit drug and alcohol workers with these core competencies or provide training pathways to support their development.

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

Communication skills
Health and safety
Continuing professional development
Principles of care

The core competencies for those working with children and young people in the substance misuse sector are,

² Competence = Skills + Knowledge + Understanding

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

To underpin these core competencies, sector specific substance misuse knowledge and understanding is required. Developing this competent drug and alcohol workforce, including both generic and specialist workers, is crucial to ensuring a high standard of service delivery.

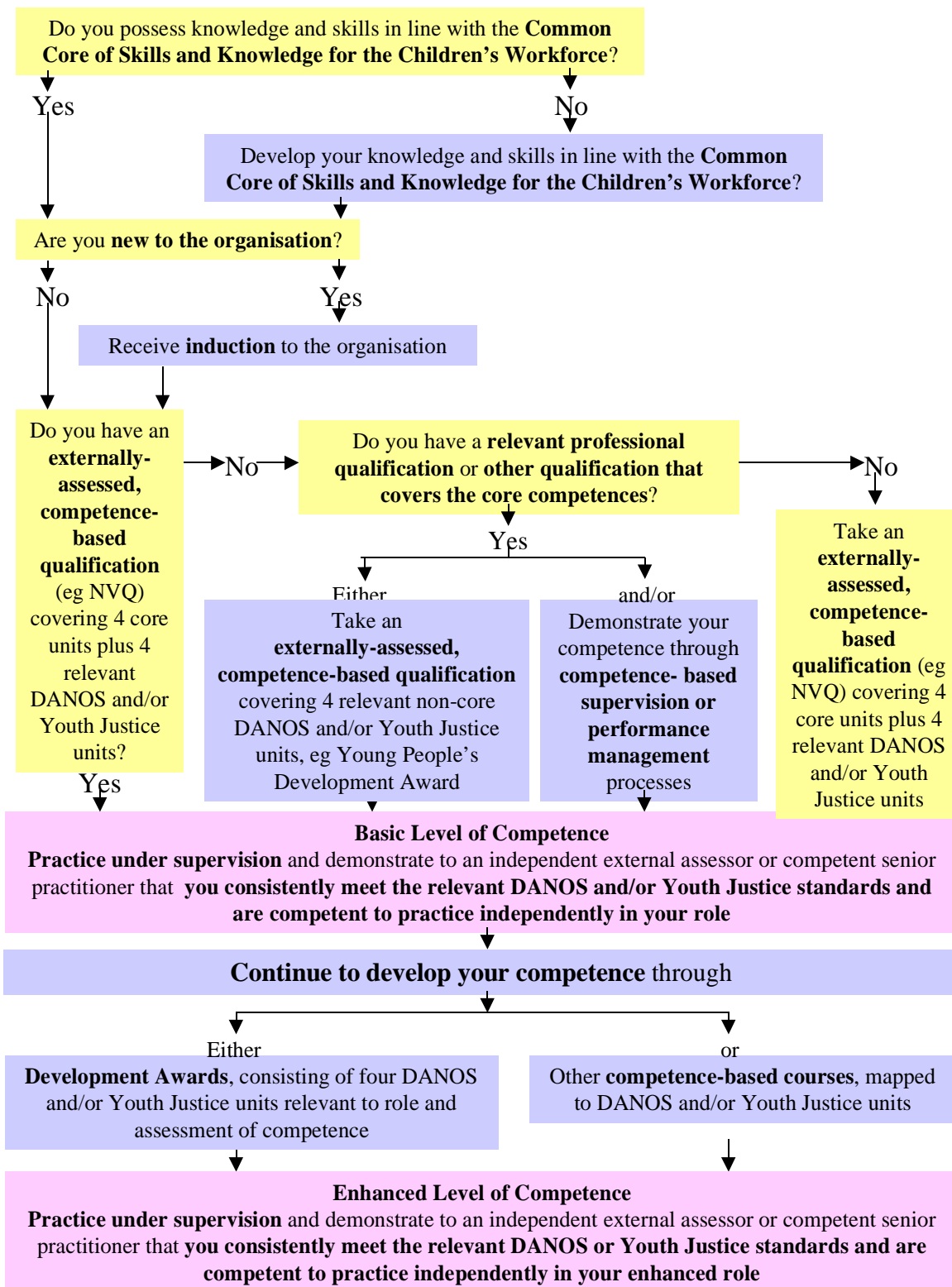
One of the tools developed to support the developing workforce is the Drug and Alcohol National Occupational Standards (DANOS). National Occupational Standards specify the standards of performance that people in (any sector) should be working to. They also describe the knowledge and skills workers need in order to perform to the required standard. National Occupational Standards are used in many other sectors, for example,

- Young People - Change for Children Programme (common core competencies)
- Criminal Justice - (NOMS competency framework includes DANOS)
- Treatment - Health Sector - Agenda for Change – Knowledge and Skills Framework

DANOS is simply our currency, that is they specify the standards of performance that people in the drugs and alcohol field should be working to.

Progress is now well underway in establishing a training and assessment infrastructure to support the workforce in developing and maintaining the required levels of competence. Skills for Health in co-operation with a number of other sector skills councils have developed a drug and alcohol qualifications framework. This framework incorporates the broad range of existing qualifications as well as a number of new awards applicable to the drug and alcohol field. These new awards will include a foundation qualification for generic workers, continuing development awards (CDAs) for both generic and specialist workers and an NVQ level 3 for non-professionals staff working in the specialist end of the sector as well as vocationally related qualifications (VRQs).

Competence and Qualifications in Children and Young People’s Substance Misuse Services



How many drug and alcohol workers are there?

**CHILDREN AND YOUNG
PEOPLE'S WORKERS**

with occasional substance
misuse functions

**CHILDREN AND YOUNG
PEOPLE'S WORKERS**

with a substance misuse
function portfolio

**CHILDREN AND YOUNG
PEOPLE'S SPECIALIST
DRUG & ALCOHOL
WORKERS**

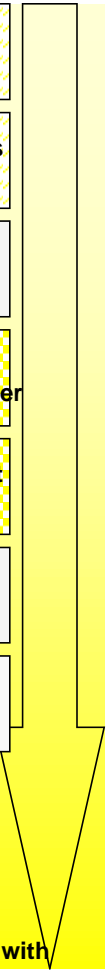
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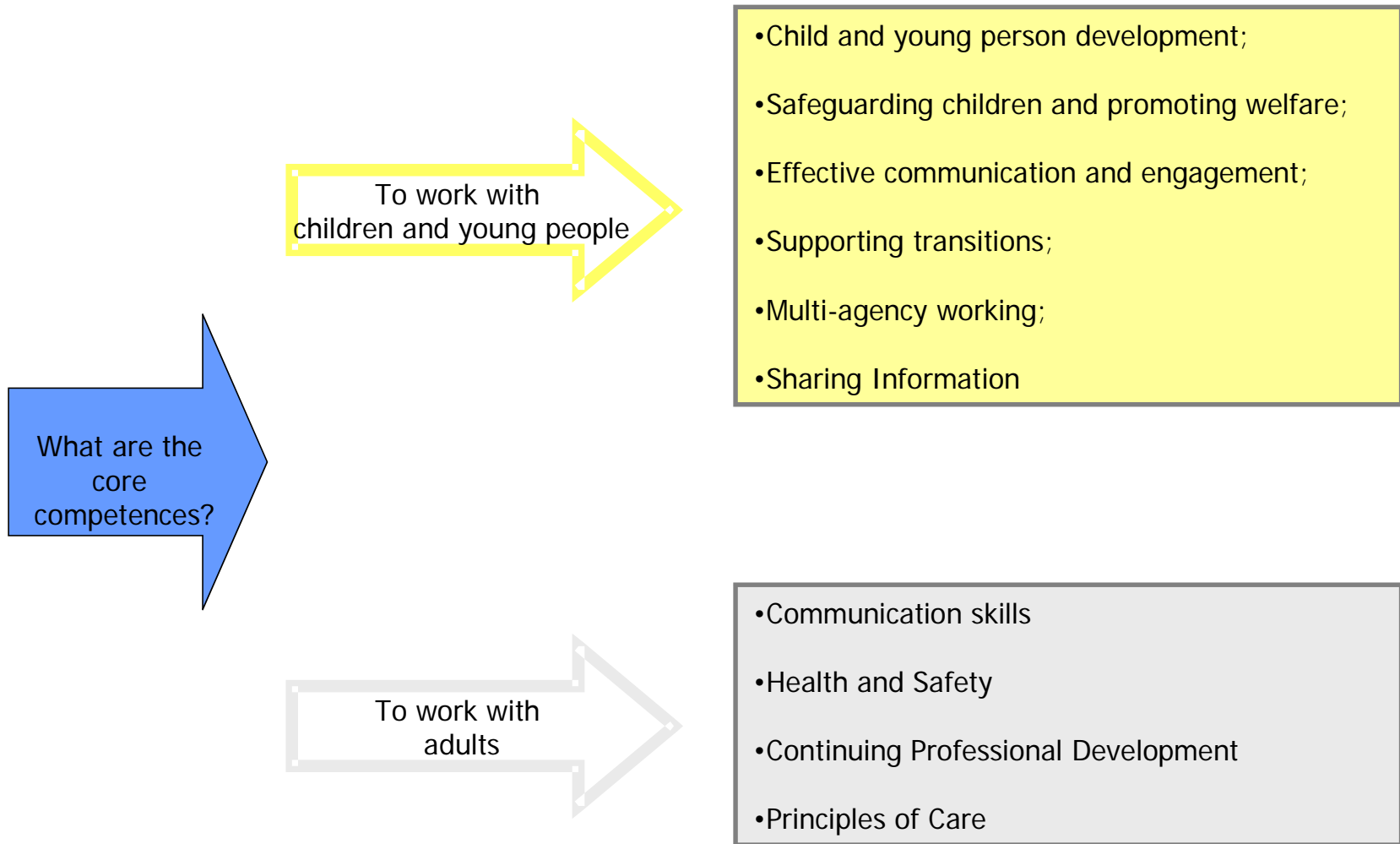
Source: Healthwork UK, now Skills for Health, developed an occupational map of this workforce as part of their development of the Drug and Alcohol National Occupational Standards (DANOS) (Healthwork UK, 2001).

CHILDREN AND YOUNG PEOPLES SUBSTANCE MISUSE WORKFORCE

Independent Prison Monitors	Prison Visitor	Exclusion Officer	Magistrates	Court Staff	School Governor	Teaching Assistant	Social Worker	Nurse
Solicitor & Duty Solicitor	HM Customs Officer	CAB Worker	Vol Sector Employment Assistance	Independent Custody Visitors	Community Liaison Volunteers	Teacher	Lecturer	Early Years Worker
Community Pharmacist	Hospital Pharmacist	School Nurse	Children Social Worker	Community Worker	A&E Admin	NHS Direct Nurse	Foster Carer	Prison Governor
Police Officer	Community Support Officer	Housing Manager	Special Constable	Psychologist	GP	Psychiatrist	Health Visitor	Childrens Commissioner
Police School Liaison Officer	Ambulance staff	Housing Officer	Social Worker in Care Leavers Team	Sexual Health Advisor	Social Care Worker	Health Promotion Officer	Connexions Worker	Sure - Start Worker
Police Surgeon	Homelessness Worker	Pupil Referral Unit Teacher	Mental Health Nurse	Probation Officer	Prison Officer	Community Nurse Midwife	Youth Worker	Primary Care Nurse
Neighbourhood Warden	Custody Sergeant	Paramedic	Doctor working in Prison	A&E Nurse	Park Wardens	YOT / YOI Workers / Managers	Housing Worker in Supported Housing	Prison Clinical Staff
Commissioner (Subs Misuse)	NTA/DSD & other strategic posts	Progress 2 Work Worker	Social Worker in CDT	YOT Drugs Worker	YP Drug & Alcohol Worker	Police Officer in Drugs Unit	Prison Drug Treatment Programme Worker	
YP Substance Misuse Worker	GP (Subs Misuse)	DTTO Worker	DAT Coordinator	Drugs & Employment Coordinator	Telephone Drugs Advisor	Addiction Specialist Nurse		
CARAT Worker	Arrest Referral Worker	Treatment Worker	Drug Drop-In Worker	PSHE Drug Advisor	Voluntary Drug Testing & Mandatory DT Worker			

Increasing contact with substance misuse





Worker trained as Children and YP practitioner - will therefore have child focused skills - core competences



Training Need - drugs and alcohol

Generalists - Core Competences

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

+

+ basic drug and alcohol knowledge and understanding



Basic Drug Awareness Training (that incorporates the Substance Misuse Knowledge and Understanding specification)

+ more in-depth drug and alcohol knowledge and understanding



YP DA (non-specialist pathway)

+ YP Specialist drug and alcohol worker role profile



YP DA (specialist pathway)

