



# Public Sector Providers

## Public Sector continues to receive bad publicity!

Everywhere we look in the media there is a "bad news" story related to one public sector body or another. The coverage of the Cornwall report implies that all people who work with people with learning disabilities are under-skilled and cruel. Many stories referring to the police service imply that all police officers are racist. Local newspapers love to find examples of their local council's incompetence.

**Whilst, clearly, it is important that poor practice is identified and rectified, the constant and unbalanced battering of public sector workers does nothing for their confidence.**

Most of the readers of this newsletter are involved in HR or training, and will be aware of areas within your own organisations which need addressing.

However, you will also be aware of all the good practice that is delivered under very stressful circumstances - budget cuts,

fewer resources, higher demands as well as the negative view of the press (and therefore, often, customers).

At Public Sector Providers we are often impressed by the willingness of our clients to address issues of poor performance, and the creative ways in which they continue to deliver good services under difficult circumstances.

It's time the press recognised this side of the story too.

### INSIDE THIS ISSUE:

**Learning the Lessons: Cornwall NHS Partnership Trust**

**Case Study: Equipping People to Handle Aggressive Situations**

**Conference: Diversity Masterclass**

**Age Discrimination Regulations - what do they mean for us?**

.. and more



Waqar Azmi OBE, Chief Diversity Adviser to the Government, based at the Cabinet Office, will open a Diversity Masterclass conference on 1 November 2006.

Held at the National Motorcycle Museum, Birmingham, the conference is for people involved with implementing diversity best practice in their organisations, and focuses specifically on the new requirements being placed on public sector bodies this year and next year.

The conference begins from the assumption that delegates are

already motivated and committed to implementing diversity best practice (as opposed to merely "ticking the boxes"), and now require the opportunity to explore the practical "how to" aspects of implementation, and to share best practice with other public sector bodies.

See page 6 for more details or [www.publicsectorproviders.co.uk/conference.html](http://www.publicsectorproviders.co.uk/conference.html)

This newsletter is brought to you by

## Public Sector Providers Ltd

We exist to help public sector bodies achieve their aims by learning from each other and from us. We offer:

- **High quality training and consultancy services dedicated to the public sector**, delivered by Consultants who are both experts in their own field, and experienced at applying that expertise within the public sector;
- **Conferences of topical interest to the public sector** with high profile speakers and practical workshops (see later for reports on the most recent conference, and details of the next one);
- **This free newsletter** dedicated to the needs of the public sector.

### Visit us at:

www.publicsectorproviders.org.uk  
email: info@publicsectorproviders.co.uk  
phone: 0845 658 5717

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84 Market Street, Kingswinford,  
West Midlands DY6 9LN

to find out more!

*Please let us know what you would like to see in this newsletter - we are open to new ideas and would welcome your contributions!*



## Welcome!

Welcome to the September 2006 issue of our newsletter.

Well, the Summer looks like it is finally over, but it was an interesting time!

The Joint Investigation into the Provision of Services for People with Learning Disabilities at Cornwall Partnership NHS Trust, published in July, made grim reading.

Whilst recognising that most professionals in this field provide appropriate, sensitive and caring services, the report cannot, and should not, be ignored. However, the important lesson to be learned is how to prevent this situation being repeated.

Please read the article on page 3 for ideas on how this could be addressed.

Working with people is often rewarding, and sometimes challenging. The team at Public Sector Providers recently worked with a new organisation who offer tailored leaving care services for young people.

We designed a bespoke training package to cover a number of areas that were of importance to them - please see a visual report of the outcomes on page 4.

All of us involved in HR and training in the public sector will be aware of the huge changes currently facing us in terms of equality legislation - the new positive duties regarding disability and gender, and the new regulations around age discrimination to name but three!

Whilst few doubt the need for continuous improvement in the complex field of equality and diversity, the pressures of increasing requirements can be challenging to even the most committed of practitioners!

Waqar Azmi (Chief Diversity Adviser to the Government) will open a "Diversity Masterclass" conference on 1 November 2006, in Birmingham, with the aim of offering practical guidance on how to meet these new obligations.

Aimed at anyone involved in the strategic or operational implementation of diversity best practice, the conference offers interactive workshops, hands-on support from the experts and an "ask the panel" session to answer those difficult "real world" questions. For more information, please turn to pages 6 and 7.

Please enjoy the newsletter with our compliments,

Managing Director,  
Public Sector Providers Ltd.

*We like to ensure our newsletter goes to those who want it! If you have colleagues who would like to be added to our mailing list, or if you would like to be removed from our list, please email us at [info@publicsectorproviders.co.uk](mailto:info@publicsectorproviders.co.uk).*



## Defend Yourself

**250% increase** in Denial of Service (DoS) attacks

**78% of organisations** attacked through the Internet

**Losses of over £150 million\***

IT environments are increasingly vulnerable to attack. These attacks can come at any time, and have devastating effects on their victims.

Am I **Secure?** are a new kind of IT security consulting company. We don't believe that good security should cost the earth - and we don't charge by the day like our rivals. We pride ourselves on never baffling our clients with science, and delivering on time, and on budget, all the time.

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web: [www.amisecure.co.uk](http://www.amisecure.co.uk)



\* Source: CSI FBI Computer Crime Survey 2004

# Learning the lessons:

## Cornwall Partnership NHS Trust – a crucial leadership task

### The Healthcare Commission Investigates

**In September 2004 East Cornwall Mencap Society raised serious concerns about the standards of care in their local Learning Disabilities services as provided by Cornwall Partnership NHS Trust. This resulted in a joint investigation conducted by the Healthcare Commission and the Commission for Social Care Inspection. The report of their findings was published in July 2006.**

The report is surprising, not simply because of the nature of the abuses uncovered but also because of the systemic and widespread nature of the problem. The inspectors found that many of the practices common in Cornwall were far from in keeping with best practice guidelines such as 'Valuing People' (DoH 2001) or the 'Reach' standards (Paradigm 2002). There was little evidence of training around abuse issues such as the Protection of Vulnerable Adults programme or of adherence to the principles laid down in 'No Secrets' (DoH 2000).



5 staff dismissed from this hospital

Although specifically concerned with services in Cornwall the report has identified a number of potential training needs and may have uncovered the tip of a very large iceberg. Consequently the Healthcare Commission has decided to carry out a national audit of learning disability services in both the statutory and voluntary sectors. It is likely that the majority of services will fare much better than did the Cornish trust although it may be that some organisations perform better in certain areas of provision than they do in others.

Of particular concern to the inspectors were issues relating to the management of aggression and challenging behaviours, service-users' dignity, financial management and shared budgeting, freedom of choice and the provision of meaningful activity or employment for service-users. The welfare and supervision of staff was also a concern as well as the significant lack of appropriate training for workers responsible for the day to day care of clients.

In the light of this, Public Sector Providers has developed tailored support for learning disabilities providers to help them to prepare for audit. This one-day course is aimed not only at executive staff, although they may find it useful, but also at front-line managers and senior carers who are most likely to be able to influence provision on a day to day level.

Beginning with a basic overview of the report itself, participants are given the opportunity to examine the principles of best practice most relevant to their own work place. Topics such as choice, how and where to live, equality and diversity and carer involvement are covered as well as issues relating to employment for service-users and the training and supervision of the organisation's own staff.

Following exploration of the principles of best practice as laid down by government, participants will have the opportunity to discuss their own care provision and highlight areas that may need further examination in preparation for inspection. Finally participants are encouraged to come up with their own plan and 'task list' in order to address any outstanding concerns that they may have.

The training would be delivered as a tailored package for each individual organisation, as the issues and the current levels of training will vary from

organisation to organisation. Because part of the course involves a debate about the nature of the services participants provide currently, the course will provide a safe environment for staff to discuss how current services can be improved.

The course itself may be all an organisation requires to produce and implement an action plan for improvement. However, if further training is identified as a requirement, we can also offer a range of bespoke training, including:

- Protection of Vulnerable Adults
- Dealing With Challenging Behaviour
- Aggression Management
- Person-Centred Planning
- Record-keeping
- Professional Boundaries
- Equality and Diversity
- Break away Training
- Control and Restraint

We recognise that no two organisations are the same, and would welcome the opportunity to discuss the most appropriate training for yours.

### References:

Commission for Healthcare Audit and Inspection (2006) Joint investigation into the provision of services for people with learning disabilities at Cornwall Partnership NHS Trust London

Department of Health (2000) No Secrets The Stationery Office, London

Department of Health (2001) Valuing People: A new strategy for learning disability in the 21st century The Stationery Office, London

Paradigm (2002) Reach: Standards in supported living

by Stuart Sorensen,  
Public Sector Providers

## Case Study:

# Equipping People to Handle Aggressive Situations

We recently had the privilege to work with a group of highly-motivated and competent people, fulfilling a valuable, yet sometimes challenging, role.

**Pathways Support Ltd., established just over a year ago, provides tailored leaving care packages for young people. Their clients, typically, are social services departments or probation services, and their customers are young people (between 16 and 21) who are seeking independence after being in care, or maybe at a young offenders' institution.**

Pathways offers a range of services, including accommodation, mentor support and work placements amongst others.

Directors Myron Lescott and Linton Shaw recognise that the quality of the services they deliver depends on the dedication, skills and knowledge of the staff delivering them.

“Supporting our staff is very important. We recognise that the work they do requires a number of skills, and we feel our role is to offer any development they require”, says Myron.

Linton adds, “We had both been impressed with the training delivered by Public Sector Providers in our previous roles, and approached them to deliver a range of tailored training for our people”.

Working with people is always rewarding and unpredictable, and the group of people that Pathways workers help can offer their own challenges.

The Pathways staff are recruited for their skills, experience and expertise, and it was necessary to ensure a consistent level of training to embed some of the organisational values.

The first event to be undertaken was

around equality and diversity. The young people that Pathways engage with are from diverse backgrounds and with a wide range of differing needs.

A day was organised where staff could explore their own experiences of discrimination and then develop strategies to ensure that their customers would receive as fair and inclusive a service from Pathways as possible.

The highly interactive day involved a series of exercises culminating in an action plan for improvement which all the staff contributed to, and owned.

One of the main challenges faced by Pathways workers is the sometimes unpredictable nature of the young people they work with. Sometimes they have to deal with aggressive behaviour, and often are in lone worker situations.

We arranged a series of training events to equip staff to deal with aggression. The best policy, of course, is to recognise situations that might trigger aggression and diffuse the situation before it occurs. This may not always be possible, and staff will feel more confident if they learn techniques to break away from a physical attack.

There may also be some occasions

where a young person might need to be restrained, and this needs to be managed in a way that minimises risk to the young person and to the staff.

### Aggression Awareness

This training took place over one day, covering legal aspects and exploring strategies to:

- Engage to prevent violence and aggression
- Spot the signs
- Diffuse and de-escalate
- Recognise when to walk away
- Behavioural strategies

The main emphasis was on safety (of the young person and the staff) and how to recognise potentially violent situations and avoid them.

In an ideal world, by putting these skills into practice, there would be no requirement for staff to learn techniques in dealing with a violent situation. However, in the real world there is always some potential for violence, especially from young people who are in extreme and vulnerable situations where emotions can run high.

The Directors wanted Pathways staff to acquire skills in “breaking away” from violent situations so that they would have increased confidence (paradoxically, knowing you can deal with a potentially violent situation reduces the likelihood of having to) and would be equipped should the need arise.



### Break Away Training

This course aims to enable delegates to:

- Realise that breakaway & self-defence techniques are only used when all other options have failed.
- Understand Health & Safety legislation.
- Apply the correct & safest way to defend themselves from a variety of grabs whilst standing, seated behind a desk, in a bed situation, and whilst in a car.
- Assess, & use the environment, thus working out the quickest possible escape route, to minimise confrontation.
- Remember to use the minimum amount of force, thus minimising any possible injury to themselves, & the assailant, & to continually remember their responsibility towards therapeutic input at all times.

Two trainers delivered this practical training, which was very well-received by the staff.



Another service offered by Pathways is escort services. It may be the case that control and restraint techniques could be required, and again, it was necessary to ensure that the staff would feel equipped and confident to use these techniques effectively if called upon to do so.

### Control & Restraint

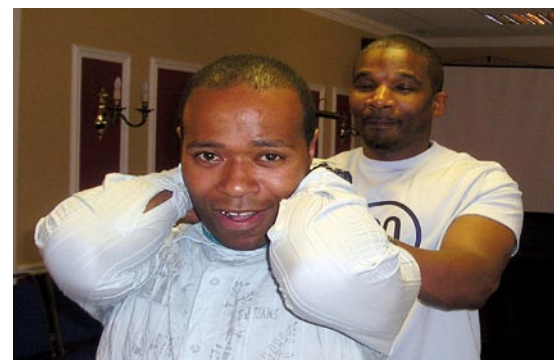
The aims of this course were to enable delegates to:

- Understand the legal framework surrounding control & restraint.
- Be able to assess when to apply restraint and which technique to use in any given situation and recognise the importance of continuous communication throughout the restraining process.
- Know what are considered to be unsafe methods of restraint and why they are unsafe.
- Be able to work as part of a team in order to apply the most safe and effective restraint.



Again delivered by two trainers, Pathways staff were taken through the legal aspects of Control and Restraint, and shown effective techniques which they then practised until they felt comfortable with them.

Director Myron Lescott said, "We are extremely pleased with the training of our staff. They fully engaged with the trainers, and have often referred back to the things they learned. We feel our staff are fully equipped to deal with most situations that could arise in their work, and, just as importantly, have increased their confidence."



Linton Shaw (left) and Myron Lescott (right), Directors of Pathways Support Ltd can be contacted on Tel: 0121 426 4839 or email: supportpathways@aol.com

## Diversity Masterclass

**Genuinely achieving equality and embracing diversity is a laudable, but complex, aim that most public sector bodies aspire to. Legislation in this area is constantly changing, and we are in the grips of a pivotal time right now.**

New legislation regarding age discrimination comes into force in October 2006. The Disability Equality Duty for the public sector comes into effect in December 2006. The gender equality duty is the biggest change in sex equality law in 30 years and comes into force in April 2007.

Public Sector Providers is currently working with a large number of public sector bodies on issues around diversity. Our experience shows that our clients, and other public bodies, are fully committed to the principles of equality and diversity, and understand what is required of them.

They tell us that what would be helpful is the opportunity to explore best practice from other organisations and some help on the practical "how to" aspects of implementing all this change.

To answer this need, we have arranged a "Diversity Masterclass", which will offer a very practical look at implementation.

The conference, to be held at the National Motorcycle Museum, Birmingham on 1 November 2006, combines practical guidance from the experts in this field, interactive workshops to explore implementation and share best practice, and an "Ask the Panel" session to engage in discussions about the "real world" implications.

We have been lucky enough to bring together people at the forefront of their specialisms - in some cases the very people who have been instrumental in designing the new requirements (see panel right).



**Waqar Azmi OBE**

Chief Diversity Adviser to the Government, based at the Cabinet Office.

Following an impressive career in diversity, Waqar is listed in the *Asian Power 100 List* – the 100 most influential Asians in the UK.



**Judith Cork**

Employers Forum on Age

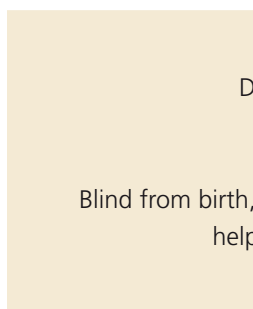
Judith is Director of the Barnsley Building Society and a business mentor for the Princes Trust and chair of the Young Enterprise Board for West Yorkshire.



**Becca Singh**

Gender Equality Duty Manager  
Equal Opportunities Commission.

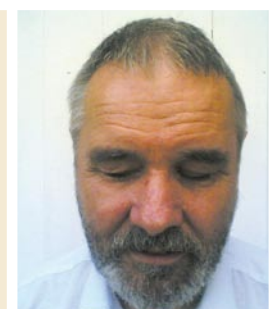
Becca is working to support the implementation of the forthcoming gender equality duty.



**Rory Heap**

Disability Equality Duty Manager  
Disability Rights Commission

Blind from birth, following a varied career, Rory helps the public sector deliver their responsibilities under the DDA



**Jane Hatton**

Managing Director  
Public Sector Providers

An experienced diversity practitioner, Jane will share best practice examples and tools from PSP clients in the public sector

# Diversity Masterclass

The conference will be chaired by experienced television and radio presenter, Peter Tomlinson.

“As Chair of the Mature Workforce Initiative I am particularly pleased to be involved with the ‘Diversity Masterclass’ conference, as issues around fairness and inclusion are important to us all”, said Peter.



Peter Tomlinson

In addition to the keynote speakers and the “Ask the Panel” session, delegates will be offered a range of interactive workshops, with a very practical “how to” focus, giving the opportunity to explore and share best practice.

*Delegates can choose two from:*

## 1. Monitoring for Equality

The Public Sector is increasingly good at monitoring employment issues for equality, but the challenge is monitoring for equality in service delivery. This workshop will explore best practice in this area and give the opportunity to share ideas with others.

## 2. Effective Consultation

Effective consultation with various groups is essential in order to engage people and learn about their views and needs. This workshop explores best practice in terms of genuine consultation, including with the so-called “hard-to-reach” groups.

## 3. Equality Impact Assessments

Equality Impact Assessments are an important tool in ensuring that services are fair and inclusive, and are an important part of Equality Schemes. Practice in this area is varied, and this workshop looks at how they can be effectively conducted to make a real difference

## 4. Gaining “Buy-in” on Equality

A major challenge sometimes for people tasked with implementing diversity best practice is to engage other stakeholders within the organisation (managers, elected members etc.). Using the technique of Forum Theatre, this workshop explores a range of strategies to gain the buy-in of key people.

**All delegates will receive a CD with conference notes, summaries of all the workshops and the “Ask the Panel” session and a range of best practice tools.**

## Programme:

- 9.00** Arrivals, coffee
- 9.30** *Welcome:* Peter Tomlinson  
*Speaker:* Waqar Azmi
- 10.15** Workshops (see left)
- 11.15** Coffee
- 11.45** Workshops (see left)
- 12.45** Lunch
- 1.45** *Speakers:*  
  
Judith Cork  
Becca Singh  
Rory Heap  
Jane Hatton
- 3.00** Tea
- 3.30** “Ask the Panel”
- 4.30** Close

The content and timing of the programme, or keynote speakers will only be subject to change due to circumstances beyond our control.

**£349 + VAT per delegate.**



**Places are limited. Book online at [www.publicsectorproviders.org.uk](http://www.publicsectorproviders.org.uk), contact us for a brochure now on 0845 658 5717 or email [info@publicsectorproviders.co.uk](mailto:info@publicsectorproviders.co.uk)**

# Age discrimination Regulations:

## What do they mean for us?

The Employment Equality (Age) Regulations 2006 come into force on 1 October 2006. Age Positive and the Age Partnership Group offer helpful guidelines, including "Age Diversity at Work: A Practical Guide for Business" (available from Age Positive, [www.agepositive.gov.uk](http://www.agepositive.gov.uk)). They also offer the following:

### 10 Key Points Your Organisation Needs to Know

1. Age legislation comes into force on 1 October 2006
2. Regulations cover employment and vocational training. This includes access to help and guidance, recruitment, promotion, development, termination, perks and pay.
3. The regulations cover people of all ages, both old and young.
4. All employers, providers of vocational training, trade unions, professional associations, employer organisations and trustees and managers of occupational pension schemes will have new obligations to consider.
5. Goods, facilities and services are not included in these regulations.
6. Upper age limits for unfair dismissal and redundancy will be removed.
7. A national default retirement age of 65 will be introduced making compulsory retirement below age 65 unlawful (unless objectively justified). This will be reviewed in 2011.
8. All employees will have the "right to request" to work beyond the default retirement age of 65 or any other retirement age set by the company and all employers will have an ongoing "duty to consider" all requests from employees to work beyond 65.
9. Occupational Pensions (defined benefit and defined contribution) are covered by the regulations, as are employer contributions to personal pensions. However, the regulations generally allow pension schemes to work as they do now. See regulations for more details.
10. The regulations do not affect state pensions, or personal pensions unless provided by an employer.

### FURTHER INFORMATION:

**ACAS** is the nominated agency to give guidance on the regulations.

To contact their Helpline call 0845 7474747 or go online at [www.acas.org.uk](http://www.acas.org.uk)

**Age Positive:**  
[www.agepositive.gov.uk](http://www.agepositive.gov.uk)

**DTI:**  
[www.dti.gov.uk/er/equality/age.htm](http://www.dti.gov.uk/er/equality/age.htm)

**Employers Forum on Age:**  
[www.efa.org.uk](http://www.efa.org.uk)

**Up-coming Diversity Masterclass:**  
[www.publicsectorproviders.co.uk/conference.html](http://www.publicsectorproviders.co.uk/conference.html)

**Awareness-raising training:**  
[www.publicsectorproviders.co.uk](http://www.publicsectorproviders.co.uk)

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