

Workforce Update

Trust Board	Item: 9
Date: 7th August 2019	Enclosure: E
Purpose of the Report: To report on the key workforce issues currently attracting significant attention.	
For: Information <input checked="" type="checkbox"/> Assurance <input checked="" type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input type="checkbox"/>	
Sponsor (Executive Lead):	Kelvin Cheatle, Director of Workforce
Author:	Kelvin Cheatle, Director of Workforce
Author Contact Details:	k.cheatle@nhs.net 0208 934 3148
Risk Implications – Link to Assurance Framework or Corporate Risk Register:	
Legal / Regulatory / Reputation Implications:	Regulatory and compliance implications
Link to Relevant CQC Domain: Safe <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Responsive <input checked="" type="checkbox"/> Well Led <input checked="" type="checkbox"/>	
Link to Relevant Corporate Objective:	All Objectives
Document Previously Considered By:	
Recommendation & Action required by the Trust Board: The Board is asked to note the report.	

1. Introduction

A number of key workforce issues are currently attracting significant attention and it is timely to bring to the Boards attention, given their profile in the Trust and more widely in the NHS. The issues cover those internal to the Trust such as Statutory and Mandatory Training (SMT) alongside those that have a regional or national perspective including WRES and Pensions.

2. Statutory and Mandatory Training

The Board will know from previous discussions that there has been a significant effort made over the past 12 months to streamline and digitise the way staff can access SMT and be aware of their compliance levels. I am pleased to inform the Board that the final phase of this work was completed in June 2019 with all managers now having the facility to view their teams' compliance via ESR Manager Self-Service. Notwithstanding these key infrastructure developments, compliance has remained disappointing with a June figure of just over 76% against target of 85%.

EMC have been reviewing compliance regularly and decided at their last meeting that sanctions would have to be applied to staff who remain wholly or substantially non-compliant with their SMT. The attached letter was sent to all staff from me on the 11th July 2019 and I am pleased to report has been met with a positive response. I hope to update the Board on the July compliance figures at the meeting but our hope and expectation will be of a considerable improvement and that we will not have to resort to applying sanctions in all but the most severe cases.

3. NHS Pensions

The board will be aware of the national debate concerning the cost of NHS Pensions and the risks to workforce supply. Concerns from staff range from, more junior employees who find the scheme expensive, through to those senior long-serving staff who are now facing large tax bills because of the impact on their annual or life-time allowances.

We have been working very closely with NHS Employers and the Trusts own staff financial advisors, Anderson Financial, who ran a workshop for staff on the 29th June to explain all aspects of the NHS Scheme and tax liabilities. Since that time the Trust has explored a whole raft of mitigations that may assist employees in navigating this complex area of employment. EMC reviewed a range of options including paying staff some or all of the employers contribution as salary; bonus payments in lieu of core salary to remove tax liability; promotion of pension scheme alternatives; the use of salary sacrifice schemes to mitigate tax liabilities; and the payment of non-pensionable elements to consultants for extra work.

EMC have decided that based on the best legal and financial advice available that 3 schemes should be pursued; our salary sacrifice, non-pensionable pay elements and better publicity of pension scheme options. In particular the Executive had been wary about adopting local pay which may create significant cost pressures for the Trust and lead to a break with National conditions and seeking to pay senior staff extra salary which of itself may lead to an equalities challenge, and in some cases could worsen individuals tax liabilities.

The Chief Executive and myself have met regularly with Doctors, one of the most affected groups, to keep them up to date and we are planning to run another pensions workshop at the end of August or the beginning of September when all the Trust measures are in place. There is also a dedicated section on the intranet where staff can find guidance and obtain support. The development of a National 50/50 scheme is underway but as yet no details of this alternative pension arrangement are available.

4. WRES

The Board will recall that this was discussed at the Board Development Day in June 2019 on the back of feedback from the Top Leaders Programme by the Chief Executive and Chairman; the Board also reviewed the WRES action plan at the last full meeting of the Board. Notwithstanding our robust action plan in this area overseen by the Equality and Diversity Committee chaired by Dr Rita Harris, we have identified the need to vary the plan to include 2 further measures to help tackle BAME staff representation and promotion. The two measures are;

- BAME representation on selection panels pilot. We have identified a range of posts at Band 7 where BAME staff do proportionally less well in securing promotion than their white counterparts. A pilot scheme is being introduced this month to ensure a BAME qualified representative to sit on panels at this level to see if this will help staff 'break the glass ceiling'. Results will be monitored via the Trust recruitment service and reported back to the Board via the Equality and Diversity Committee in due course.
- Reverse Mentoring Pilot. This has been on the Equality and Diversity Committees agenda for some time but hasn't been pursued for lack of resources. I am pleased to inform the board that £20,000 of HEE funding has been made available to fund a Reverse Mentoring Scheme and initial training will take place ready for the scheme to be launched in September. The first cohort will focus on Board members and some Senior Leaders paired with more junior BAME staff to evaluate whether this well tried methodology will work for Kingston. Again the results will be reported back to the Board via the Equality and Diversity Committee.

5. Health & Wellbeing Initiatives

At the June meeting of the Health & Wellbeing Committee feedback from staff made at the Big Breakfast events was reviewed. Staff are concerned to see more emphasis on access to gym facilities, the best use of good practice advice on sleep and rest breaks; access to fresh fruit and vegetables; further extension of the services of the Health & Wellbeing team; and the use of self-diagnostic tools in areas that have traditionally found Health & Wellbeing initiatives difficult to embed.

The Committee agreed to allocate most of its remaining budget (£16,000) to fund initiatives in each of these areas which will include increasing the availability of the Trust Mind & Body Practitioner and the introduction of 'Fruity Friday's' which will provide free fruit and vegetables to staff on regular occasions. The roll-out of sleep and rest initiatives is already underway and a pilot scheme using a board game called 'Dilemma' will be used as a self-help tool. Executive team is also reviewing ideas put forward by staff in other events which include training and engagement initiatives, the outcome of which the Chief Executive will report back to the Board.

6. Visit by the NHS Chief People officer – Prerana Issar

I am pleased to inform the Board that the NHS new Chief People Officer will be visiting the Trust on the 28th October. She is particularly interested in the Trust work around Health & Wellbeing and support for staff dealing with Brexit and there will be an opportunity for her to meet some Board members at this time.

Kelvin Cheatle
Director of Workforce

All staff in KHFT

Telephone: 020 8546 7711

Email: k.cheatle@nhs.net

26 July 2019

Dear Colleague

Statutory and Mandatory training compliance

I am writing to ask all staff to ensure that they are up to date and compliant with their Statutory and Mandatory Training. Many staff are fully compliant so thank you for making the time and effort to do so; and in those cases this note is a gentle reminder to ensure compliance is maintained.

However, quite a number of staff are not compliant. The Trust's overall compliance is just 76% against a target of 85% - which is what most of our healthcare partners achieve. Over the past year we have put a lot of measures in place to help staff keep up to date including new online national training resources, improved access to face to face training and easy access for staff via self-service to check their compliance or book/undertake the necessary modules.

Despite these developments there has been very little change in compliance and our current levels represent a serious risk to staff and patient care.

It is really important that all staff now take responsibility to ensure that they are up to date and fully compliant by the 31st August. Just to be clear, fully compliant means that all the e-learning modules are complete and that you have either completed or have booked any training that has to be undertaken face to face.

If you need help on how to access your ESR portal, or how to complete subjects, there are guides on the intranet to help you and the link is: <https://intranet.kht.local/learning-and-development/statutory-and-mandatory-training/>

If compliance does not significantly improve across the Trust then sanctions will have to be considered for those staff members who remain below the compliance levels expected. It would be regrettable if we had to take this action but the low levels of compliance cannot continue and personal letters to this effect will follow in the next few weeks for those staff who remain non-compliant and in breach of their employment contract.

If you have any queries please contact Nikki Hill on 020 8934 2782 (nikkihill1@nhs.net) or Debbie Norton on 020 8934 3826 (debbienorton1@nhs.net)

Thank you for your help in complying with the important standards.

Yours sincerely,



Kelvin Cheatle
Director of Workforce