Welcome

This is the first of our quarterly JIF newsletters to keep you informed of progress and to share good practice and information.

The case for increased, sustained investment in development of the workforce in bands one to four is strong. The Learning for a Change in Healthcare Report (2006) states that without the continuous learning and development of healthcare staff, especially those in the lowest pay and career grades and those most frequently excluded from learning and qualification, plans for service transformation are at serious risk of failure.

In A High Quality Workforce, NHS Next Stage Review (2008) the partnership approach to supporting the development of NHS staff in bands 1 – 4, via the JIF, is commended.

The document states that the education and training of the wider healthcare team will be increasingly important if we are to deliver and build on the high quality care that patients expect and deserve. The Leitch Review (2006) demonstrates how skilled workers are better able to adapt to new technologies and market opportunities. Higher levels of skills drives innovation, facilitates investment and improves leadership and management.

By working in partnership with organisations such as the Learning and Skills Council (LSC) and Skills for Health the potential of our workforce will be realised and the benefits of Agenda for Change and the Knowledge and Skills Framework embedded. A Health Sector Strategic Alliance (HSSA) has been established across the South East to agree and manage a Joint Investment Framework (JIF).

The HSSA comprises of representatives from NESC and the South Central SHA, NHS South East Coast, the LSC, Skills for Health and Skills South East.

The JIF is an agreement between the LSC, Skills for Health and SHAs. The LSC has pledged to match investment made by NESC in development of staff in bands one to four over the next three years. In 2008/09 £2.5 million has been committed by NESC for the development of the non-registered workforce across NHS South Central.

Emma Wilton – Widening Participation Manager, NHS Education South Central (NESC)
Skills Pledge

To manage this agreement Julia Bateman and Ellen Power have been appointed to the role of Partnership Manager. They will work with Trusts and PCTs to provide advice and guidance on education and training opportunities for staff covered by the Partnership and manage the HSSA across NHS South Central and NHS South East Coast. Engagement with Train to Gain will help to ensure public funding is utilised in the most appropriate and relevant way, thus ensuring value for money.

Across NHS South Central 10 organisations have signed the Skills Pledge and across NHS South East Coast 14 have signed, thus outlining their commitment to developing the basic skills of their staff and supporting them to achieve, at minimum, a level two qualification – see Roll of Honour opposite. To ensure that all staff are skilled, competent and able to make a full contribution to the success of NHS South Central and NHS South East Coast, organisations who have not done so already are encouraged to sign the Pledge before 31st October 2008. For further information about the Pledge please contact:

Julia Bateman
Julia.Bateman@nesc.nhs.uk or
Ellen Power
ellen.power@southeastcoast.nhs.uk

JIF PARTNERSHIP MANAGER FOR SOUTH CENTRAL

Julia Bateman has been appointed as the Partnership Manager for the JIF programme and, working with all the partners, will give advice and guidance to the Trusts and PCTs within the South Central area. Julia previously worked at Skills South East and therefore is well versed with Train to Gain. She has also worked as a Senior Manager for an FE college and run a Business Unit especially for employers. She was responsible for instigating the ECDL project with 5 PCTs in the south of the region and has managed several European Social Fund projects.

JIF PARTNERSHIP MANAGER FOR SOUTH EAST COAST

Ellen Power has been appointed as the Partnership Manager for the JIF programme in the South East Coast Strategic Health Authority area. Ellen has worked across the NHS in a number of workforce development roles and managed NVQ implementation and work-based training programmes with employers and FE colleges. Most recently Ellen has led on change management and benefits planning for the NHS Care Records Service across Sussex, and is leading on KSF implementation. Ellen will be working with all the trusts across the South East Coast area to provide advice and guidance.

Roll of Honour

NHS SOUTH CENTRAL

Basingstoke and North Hampshire NHS Foundation Trust
Berkshire Healthcare Foundation Trust.
Hampshire Partnership Trust
Oxfordshire PCT
Oxford Radcliffe Hospitals NHS Trust.
Portsmouth City Teaching Primary Care Trust
South Central Ambulance Service NHS Trust
South Central SHA
Southampton University Hospitals Trust
Winchester and Eastleigh Healthcare Trust

NHS SOUTH EAST COAST

Ashford and St Peters Hospitals NHS Trust
West Kent Primary Care Trust
Royal West Sussex NHS Trust
Royal Surrey NHS Trust
Worthing and Southlands Hospitals NHS Trust
Surrey and Sussex Healthcare NHS Trust
East Sussex Hospitals NHS Trust
Dartford and Gravesham Trust
Surrey and Borders Partnership NHS Trust
Surrey Primary Care Trust
West Sussex Primary Care Trust
South Downs NHS Trust
Maidstone and Tunbridge Wells NHS Trust
SEC Strategic Health Authority
A Training Needs Analysis should be completed with yourself and your Training to Gain Skills Broker and/or the Partnership Manager to ascertain the needs of the workforce within bands 1 to 4.

A Skills Survey/Qualifications audit will be taking place and I would urge you to complete this as soon as possible as this will inform you when it comes to creating the Development Action Plan. This is being organised by Emma Wilton for South Central and Julie Toulson for South East Coast and if you have any queries on the Skills Survey/Qualification Audit then please let Emma or Julie know. This audit will enable us to see what qualifications the staff in bands 1 to 4 currently hold and this information will be put onto the Electronic Staff Record system. This will help to inform the skills gaps of the staff and the training that can be delivered to upskill the workforce. Through this process we hope to identify new opportunities and also develop an NHS apprenticeship programme for young people.

Your Development Action Plan should be a detailed and informed three year Workforce Development Plan and should map into the LSC funding and MPET funding which is available for the staff in bands 1 to 4. It is only when you know the numbers of staff in different bands and their current qualifications that you can construct a meaningful Workforce Development Plan which will then inform the demand for funding and provision. The Partnership Manager and/or Train to Gain Skills Broker will advise and guide you through this process.

The Workforce Development Plan will then need to be implemented, engaging with the staff, linking with providers and starting learning on the appropriate courses, monitoring progress, impact and progression. Some Trusts would like to expand their own training capacity and there is help available for training of new Assessors and Verifiers.

To this end the Partnership Manager and/or Train to Gain Skills Broker will be meeting up with all Education and Training Leads in the Trusts in their area over the next 4 to 5 months. They will be able to give you advice on funding, provision available and the implementation of the training. It is also important to recognise the barriers to training and this should also be discussed in order to help resolve any issues.

The Five stages of the Skills Pledge

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STAGE 1</strong>&lt;br&gt;Statement of Intent</td>
<td>As an Employer you will provide a formal statement to your employees that you intend to make the Skills Pledge.</td>
</tr>
<tr>
<td><strong>STAGE 2</strong>&lt;br&gt;Diagnostic / Analysis</td>
<td>As an Employer you will assess your skills and training priorities, and whether you want to commit to the core Skills Pledge or extend it to meet your wider business needs. This assessment will be supported by an organisational needs analysis or a “training needs” diagnostic. A Skills Broker can help with this stage if you wish.</td>
</tr>
<tr>
<td><strong>STAGE 3</strong>&lt;br&gt;Action Plan</td>
<td>As an Employer you will develop an action plan for your organisation to deliver the Skills Pledge. This sets out the priority skills and qualifications, numbers of staff to be involved, timescales and broad schedule of activity, and how progress will be monitored and reported. A Skills Broker can help you identify which of your staff are eligible for public funding, which qualifications will add most value, and which training provider can best meet your needs.</td>
</tr>
<tr>
<td><strong>STAGE 4</strong>&lt;br&gt;Skills Pledge Commitment</td>
<td>As an Employer you will formally make the Skills Pledge by signing the Pledge certificate, using core wording with any extensions you want. Note: Extension means expanding upon the minimum Skills Pledge requirements to better meet the needs of you business.</td>
</tr>
<tr>
<td><strong>STAGE 5</strong>&lt;br&gt;Fulfilment</td>
<td>As an Employer you will have completed the implementation of the Action Plan, and will review your future priorities for training.</td>
</tr>
</tbody>
</table>
Background

Formed in 2001, Hampshire Partnership NHS Trust provides specialist health services across the Hampshire area. As a major supplier of healthcare providing for a population of approximately 1.3 million, the Trust has an annual turnover of approximately £195 million, and employs over 4,000 staff. The Trust works across the county to provide mental health, learning disability support, substance misuse and social care services.

The Challenge

The Trust is responsible for the training and development of over 2,000 support staff across the county. Mary Moore, Lifelong Learning Facilitator at Hampshire Partnership Trust explains why this responsibility is so important: “The Trust is committed to a ‘vision of excellence’ and as such take their responsibility in staff personal development and training very seriously. The challenge for us is the breadth and depth of training needed – with staff in varying job roles, and at a number of locations across Hampshire.

“For us in the Personal Development and Training (P D & T) team, it is a huge task in itself to organise, monitor and track staff development. Our comprehensive training programme, which reflects the needs of the Trust staff, demands sustainable training options.”

Skills Broker, Julia Bateman contacted Mary at the Trust’s P D & T team, and arranged a meeting to discuss the scale of training and development requirements of the Trust, to see how they could benefit from the Train to Gain service.

The Solution

Julia worked with Mary and her team to provide advice and assistance on lifelong learning, and acts as a mediator between the training providers and the Trust to ensure that the provision is to a high standard. As part of her role, Julia advises on the various funding options available to the organisation.

With the aid of Train to Gain, the Trust has now enabled employees to access training courses at a locally based provider, which includes on-the-job training. Julia has helped the Trust seek funding for a number of different courses, with the majority of staff studying for NVQ in Health and Social Care. Other funded NVQ’s include Business Administration, Housekeeping and an ITQ course. Staff have also undertaken courses covering communication skills, minute taking as well as management.

Julia has also assisted the Trust in setting up specialist Train to Gain ‘departments’ in local training providers and colleges. These departments work to specifically help employees apply for and achieve funding for relevant Skills for Life and NVQ courses.

The Results

Julia said: “I have been working with Mary and the Trust for a while now, and it has been pleasing to witness the progress and achievements made. Not only have the staff benefited from working with Train to Gain, but the Trust has achieved funding savings of approximately £55,000.”

The successful working relationship between the Skills Broker and client has been integral to the management and monitoring of the Train to Gain provision. Julia’s work has also been instrumental in arranging for the Trust to sign the Skills Pledge.

Mary explains: “By signing the Skills Pledge, the Trust has now announced its commitment to supporting staff training and development. Although the Trust is a very large organisation, funding has been crucial for us to maintain our Skills Pledge promise to employees. The savings achieved through funding have been vital for us to keep within budget constraints. In addition, I have been able to monitor our training plan much more effectively.

“We have witnessed staff developing their qualifications, and as a result, confidence and motivation across staff has increased. A number of employees have also successfully gained promotion as a result of their increased qualifications.”

Move on Up

In the context of key drivers including Leitch - World Class Skills and the Skills Pledge, GOAW positively promotes and enables workplace literacy, language and numeracy development, including the achievement of national qualifications and supports progression to Level 2 and beyond. The approach displaces the remedial, deficit culture of ‘basic skills’ with an offer and opportunity for all to develop and modernise literacy, numeracy and language skills in a relevant context.

The approach:

Promotion: A positive sell of the offer and opportunity to brush up/develop English and maths in a relevant context, with the value added of a national qualification.

Engagement: Engagement and training of referrers and intermediaries (e.g. managers, supervisors, HR staff, union learning reps, brokers, providers) who have frequent contact with potential beneficiaries.

Training: Facilitation of the development of focused, flexible, work-related, programmes incorporating the opportunity to prepare and enter employees for the National Certificates in Adult Literacy and/or Numeracy, and providing a stepping-stone to full Level 2 qualifications where appropriate.

Free promotional materials and resources have been developed to support workplace learning and development. Details of effective delivery models and associated programme materials are also available. To find all these resources and your regional advisor. Please visit and register on the Move On website.

www.move-on.org.uk
“Very informative about the strategy and vision”

“Excited about future for learning in NHS – can see benefits for individuals and organisations”

“An excellent and worthwhile day, much to do from now”

“A really helpful and informative day, speakers excellent as is the venue”

“This was a very informative session”

“Opportunity to meet up with colleagues and start asking the key questions to really get going on the agenda”

Useful comments were also made about how to develop the JIF and embed the Widening Participation agenda which will be considered prior to the next JIF conference. The most important aspect were the comments made by you as to What Happens Next? and how you see this developing along with the barriers for development.

A sample of items that you brought up were –

“A forum for sharing the outcomes of skills mapping based on the patient journey”

“Plans to explore possibility of accessing funding to support apprenticeship training with a clinical mentor to support”

“Essential there is serious investment in work based learning infrastructure for bands 1-4

“There needs to be an ongoing review process following sign up of the Skills Pledge”

“What trusts do and issues they encounter. We also need reassurance that funding wont be year on year so we can properly plan and not just react to funds made available”

“Talk to a broker re: T2G and consider becoming a T2G provider”

“Resource to undertake qualification mapping”

The HSSA Operational Group are working through your comments and discussing how these may be addressed and we will report back on this in the next newsletter.

Julia Bateman, JIF Partnership Manager, NESC
Useful links

Train to Gain Website - www.traintogain.gov.uk
Skills Pledge – http://inourhands.lsc.gov.uk/employersSkillsPledge.html
Move On – www.move-on.org.uk
Apprenticeship Website - www.apprenticeships.org.uk
Skills for Health - www.skillsforhealth.org.uk
Apprenticeships in Skills for Health Website - www.skillsforhealth.org.uk/page/awards-and-qualifications/apprenticeships
Leitch Report 2006 - www.hmtreasury.gov.uk/independent_reviews/leitch_review/review_leitch_index.cfm
Lord Darzi Report 2008 - www.ournhs.nhs.uk

Do you want to receive this newsletter by post or electronically. Please let us know by e-mailing Jayne Gibson on jayne@cynergy.co.uk

Is there a colleague who you think would benefit from receiving this newsletter, if so please send details to Jayne Gibson on jayne@cynergy.co.uk

HSSA Operational Group

The HSSA Operational Group consists of the following members –

Lee Thomas, Learning & Skills Council
Chris Wintle, Skills for Health
Jill Fardell, Skills for Health
Mark Bilby, Skills for Health
Emma Wilton, NESC
Julia Bateman, NESC
Julie Toulson, South East Coast
Ellen Power, South East Coast
Lisa England, Skills South East Ltd

Their next meeting is on Monday 1st September 08.

If you have any questions prior to your planned meeting with the Partnership Manager or you would like to ask any questions of the HSSA Strategic Group or the HSSA Operational Group then please contact Julia Bateman, e-mail: Julia.Bateman@nesc.nhs.uk or telephone: 07500 127218 or Ellen Power, e-mail: ellen.power@southeastcoast.nhs.uk or telephone: 07920 711159

LSC
Lee Thomas, Skills Development Manager.
Lee.thomas@lsc.gov.uk, 07917 556 863

South East Coast SHA
Julie Toulson, Workforce Planning Manager
01293 789471

South Central SHA (NESC)
Emma Wilton, Widening Participation Manager
Emma.Wilton@nesc.nhs.uk, 07824 546 967

Skills for Health
Chris Wintle, Regional Director
Chris.Wintle@skillsforhealth.org.uk, 01256 783053

If you would like to be removed from our distribution list please contact Jayne Gibson at Cynergy 01642 713211 jayne@cynergy.co.uk

The Joint Investment Framework