

**Agenda and Papers**

**for the**

**Kent Community Health NHS Foundation Trust**  
**Council of Governors**

**to be held at 1pm**  
**on**

**Wednesday 21 April 2021**

**Virtual meeting via MS Teams**

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\*The NHS Staff Survey Benchmark Report is included under separate cover due to its size

**Meeting of the Kent Community Health NHS Foundation Trust  
Council of Governors  
to be held at 1.00pm on Wednesday 21 April 2021  
Virtual meeting via MS Teams**

**AGENDA**

**1. STANDARD ITEMS**

1.1	Introduction by Chair	Chair	
1.2	Apologies for Absence	Chair	
1.3	Declarations of Interest	Chair	
1.4	Minutes of the Kent Community Health NHS Foundation Trust Council of Governors meeting held on 20 January 2021	Chair	Att. 1
1.5	Matters Arising of the Kent Community Health NHS Foundation Trust Council of Governors meeting held on 20 January 2021	Chair	Att. 2
1.6	Chair's Report	Chair	
1.7	Trust Quarterly Report	Chief Executive	Att. 3

**2. ITEMS FOR REVIEW AND DISCUSSION**

2.1	Governor feedback from each of the constituencies	Full Council	Verbal
2.2	Report from Communication and Engagement Committee	Chair of Committee	Verbal
2.3	Feedback from Charitable Funds Committee	Public Governor, Dover and Deal	Verbal
2.4	Report on Governor Elections	Corporate Services Director	Att. 4
2.5	Report on Freedom to Speak Up	Freedom to Speak Up Guardian	Att. 5
2.6	Report on Membership	Director of Workforce, Organisational Development and Communications	Att. 6

2.7	People Strategy	Director of Workforce, Organisational Development and Communications	Att. 7
2.8	Staff Survey Results	Director of Workforce, Organisational Development and Communications	Att. 8

### 3. ITEMS FOR APPROVAL

3.1	External Auditors - Contract Extension	Corporate Services Director	Att. 9
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### 4. PAPERS AVAILABLE FOR GOVERNORS

4.1	The following papers are shared for Governor information and are available on Flo:	For noting only
	<ul style="list-style-type: none"> <li>• Formal Board Agenda – 11 February 2021</li> <li>• Confirmed Board Minutes – 5 November 2020</li> <li>• Chief Executive's Report</li> <li>• Committee Assurance Reports</li> <li>• Integrated Performance Report</li> </ul>	

### 5. ANY OTHER BUSINESS

5.1	Any other items of business previously notified to the Chair.
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### 6. QUESTIONS FROM MEMBERS OF THE PUBLIC RELATING TO THE AGENDA

### 7 DATE AND VENUE OF NEXT MEETING

The next meeting of the Kent Community Health NHS Foundation Trust Council of Governors will take place in public at 1pm on Wednesday 21 July 2021, venue to be confirmed.



**UNCONFIRMED Minutes  
of the Kent Community Health NHS Foundation Trust Council of Governor's Meeting  
Held at 13.00 on Wednesday 20 January 2021  
Held virtually via MS Teams**

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<b>Present:</b>	John Goulston, Chair Janet Allen, Staff Governor, Corporate Services Maria-Loukia Bratsou, Staff Governor, Children and Families Alison Carter, Appointed Governor, Kent Dementia Alliance Carol Coleman, Public Governor, Dover and Deal Ruth Davies, Public Governor, Tonbridge and Malling Dawn Gaiger, Staff Governor, Adult Services John Harris, Public Governor, Sevenoaks Miles Lemon, Public Governor, Swale Dot Marshall, Public Governor, Gravesham David Price, Public Governor, Maidstone Lynne Spencer, Public Governor, Canterbury Nigel Stratton, Appointed Governor, Age UK Sue Plummer, Appointed Governor, Universities John Woolgrove, Public Governor, Rest of England Matthew Wright, Appointed Governor, Headteachers Association
<b>In Attendance:</b>	Pippa Barber, Non-Executive Director Paul Bentley, Chief Executive Paul Butler, Non-Executive Director Natalie Davies, Director of Corporate Services Joy Fuller, Governor Lead (Minute Taker) Sue Mitchell, Assistant Director of Participation and Involvement

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**20/01/1    Introduction by Chair**

Mr Goulston welcomed everyone present to the meeting of the Council of Governors (the Council).

Mr Goulston reminded the Council that the meeting was being recorded, and the recording would be available on the public website.

All attendees introduced themselves.

**20/01/2    Apologies for Absence**

Apologies were received from Andrew Scott-Clark, Appointed Governor – Public Health and Claire Buckingham, Staff Governor.

The meeting was quorate.

**20/01/3 Declarations of Interest**

No conflicts of interest were declared other than those formerly recorded.

**20/01/4 Minutes of the Kent Community Health NHS Foundation Trust (the Trust) Council of Governors meeting held on 11 November 2020**

In response to a question from Ms R Davies, Mr Goulston confirmed that it had been correctly referred to as a board round under item 11/11/6 of the minutes.

The Council **AGREED** the minutes.

**20/01/5 Matters Arising**

Mr Goulston and Mr Bentley indicated that the action under 11/11/7 to provide an update on the collaboration between KMPT and KCHFT might need to be moved to July, and this would be confirmed in due course.

All other items were confirmed and closed.

The Council **RECEIVED** the Matters Arising.

**20/01/6 Chair's Report**

Mr Goulston presented a verbal report to the Council.

Mr Goulston explained that wave 3 of the pandemic had been the most challenging period for NHS staff to date, and there continued to be a huge impact on community staff. He added that the board had been so impressed by the resilience of staff, and how they had supported each other.

On behalf of the Council, Mr Goulston formally thanked Philippa White, Head of Service LAC, Children's Hearing and Community Paediatrics, who had given a presentation to the governors at their development session. He explained that the presentation on children's specialist services had provided governors with a fantastic insight into how some of the trust services had been performing and the challenges caused by the pandemic.

Mr Goulston presented the paper on the refresh of board governance for information. Mr Goulston thanked the chairs of the board committees who had joined a task and finish group, along with Mr Flack and Ms N Davies who had made recommendations to the board. He added that the paper had been approved by the board in September.

In response to a question from Mr Price, Mr Goulston explained that there had been some duplication of items discussed at the Finance, Business and Investment Committee and the Audit and Risk Committee, and the alignment of both committees would streamline and remove any duplication.

In response to a question from Mr Price, Mr Goulston explained the scheme of delegation, and the delegated authority of the executives. He confirmed the scheme described what items should go to board, what should be signed off by

the Chief Executive or other board members.

In response to a question from Ms R Davies, Mr Goulston explained that the observation role of governors at board committees had been reviewed in all Foundation Trusts across the country. Mr Goulston explained that NHS Providers had published national guidance which stated that governors should not attend Board Committees. Mr Goulston confirmed that whilst the trust had implemented the national guidance, he acknowledged the governors concerns and agreed to explore the issue with governors in more depth later in the year.

In response to a question from Mr Harris, Mr Goulston confirmed that equality impact assessments were not subject to an independent review. Ms N Davies explained that two new Equality, Diversity and Inclusion leads had been appointed, and equality impact assessments would be reviewed as part of their role. Ms Barber added that an equality review was being developed and work around the equality impact assessments would form part of the strategy.

Ms Barber assured the Council that the Quality Committee had received two reports around the accessibility of services and equality issues during the Covid-19 pandemic.

Mr Lemon commented that he remained concerned that governors would not be able to attend board committees on a regular basis, and was pleased that it would be brought back for discussion at a later date. Ms N Davies reminded the Council that one of the roles of the governors was to hold the non-executive directors to account for the performance of the board, and not to review the individual performance of the Non-Executive Directors.

In response to a question from Ms Coleman, Mr Goulston confirmed that the streamlining of the three committees was to avoid duplication so that items would only be reviewed by one committee.

The Council **RECEIVED** the Chair's Report and **NOTED** the Board Governance Report.

## 20/01/7 Trust Quarterly Report

Mr Bentley presented the report to the Council.

Mr Bentley provided an update that 3,240 patient facing staff had been vaccinated, with a further 650 patient facing staff still to be vaccinated.

Mr Bentley was pleased to report that the uptake of flu vaccinations had increased significantly, with at least a 10% increase on previous years.

Mr Bentley invited the Council to recognise the extraordinary conditions that staff had been working in, and had continued to perform so well. Mr Goulston endorsed the Council's thanks to all staff.

In response to a question from Ms Spencer regarding the use of blood transfusion service to assist with vaccinations, Mr Bentley confirmed that he would pass the information to the team organising the vaccination sites.

Mr Bentley confirmed that vaccinations sites were in the process of being set up in Folkestone, a theatre in Gravesend, and a shopping area in Thanet, with more to follow.

In response to a question from Ms Coleman, Mr Bentley confirmed that each Primary Care Network had been invited to take part on a voluntary basis. He added that Kent and Medway Clinical Commissioning Group would be working to ensure equal access to vaccinations across the County.

In response to a question from Ms Coleman, Mr Bentley confirmed that a roving model was being looked at which aimed to take the vaccine to people who could not attend a vaccination site, e.g.. homebound patients.

In response to a question from Dr Plummer, Mr Bentley agreed to send a message to all staff from the Council of Governors to thank them for their extraordinary work.

**Action** – Mr Bentley

In response to a question from Dr Plummer, Mr Bentley confirmed that there had been national attention around concerns that the vaccinator training had been too onerous. He added that the trust had not experienced this, and that only mandatory training had been put into place.

In response to a question from Mr Lemon, Mr Bentley assured the Council that by the end of March 2021, the trust aimed to have restored 97% of services in tiers 2 and 3.

Mr Price commented that he was pleased to see that the training process for vaccinators had been streamlined and was impressed by the number of applications for roles in the vaccination program.

In response to a question from Mr Price, Mr Bentley confirmed that the number of staff required would move in line with provision of the first and second doses where it was expected to peak. He added that it would be approximately 1,000 whole time equivalent staff.

In response to a question from Mr Price, Mr Bentley confirmed that the trust had accessed the national bank of volunteers. He added that whilst the trust wanted to reduce the level of bureaucracy, it was important to ensure that volunteers were trained and safe to undertake the work.

Ms R Davies commented that she had been concerned about the health and wellbeing of trust staff who had signed up for additional shifts to aid the vaccination programme. Mr Bentley assured Ms R Davies and the Council that the trust did not underestimate the emotional demands faced by staff. He added that many staff saw the vaccination programme as a positive step for the future that they wished to be involved in. Ms Barber assured the Council that there were checks and balances in place to ensure that staff did not work too many hours. She added that in her conversations with staff they saw it as a positive contribution.

In response to a question from Ms R Davies, Mr Bentley agreed that the link to sign up as a volunteer would be shared with all governors.

**Action** – Mr Bentley



The Council **RECEIVED** the Chief Executive's Report.

#### **20/01/8 Governor Feedback from each of the Constituencies**

Mr Goulston invited governors to provide feedback or issues.

Ms Coleman encouraged governors to participate in the patient and carer council meetings and adult services forums which continued to be held monthly. Ms Coleman explained that she had attended a number of meetings and forums, and it had been enlightening to see so much co-production and co-working.

In response to a question from Ms Coleman, Mr Bentley agreed in principle to support a small pilot for the 'All about me' passport style patient document and agreed look into the proposal in more detail.

**Action** – Mr Bentley

Ms Coleman confirmed that she had met with Dan Wright, Head of Sustainability regarding the grounds at Deal Hospital and the biodiversity initiatives that the trust would be working on. She explained that there was a need for further parking spaces and possible extensions to buildings which would encroach on green space.

Mr Harris shared his community's appreciation of the development of the Urgent Treatment Centre (UTC) in Sevenoaks. He explained that the Minor Injury Unit had always been valued and there was a lot of positivity around the further development of the UTC and the services provided there.

Mr Harris explained that there was an active senior action forum in Sevenoaks and they had shared their concern that the rate of vaccinations appeared to be slow. He commented that a vaccination hub in Sevenoaks Hospital would be welcome.

Mr Harris commented that there had been a lot of appreciation of the work of the community health teams during this difficult time.

Ms Spencer confirmed that she had joined her local practice patient group, which would provide a way to meet with members of the public, and forge a link between the public and the Council. She agreed to provide feedback at the next meeting.

Ms R Davies confirmed that she attended the League of Friends meetings at Tonbridge Cottage Hospital and there had been very positive feedback from the nursing teams. She mentioned that there had been some confusion about what repatriation meant, but overall the feedback had been very positive.

The Council **RECEIVED** the governor feedback.

#### **20/01/9 Feedback from Communications and Engagement Committee**

Ms Coleman provided a verbal report to the Council.

Ms Coleman explained that the Committee had discussed the 2020 Annual General Meeting (AGM), which had been successful. It was anticipated that the trust would hold a similar AGM in 2021, with the inclusion of a 'Let's Discuss' theme. Ms Coleman added that it had been agreed that the next theme would be 'Let's Discuss Independence'. It was agreed to include the element of regaining independence following the pandemic.

Mr Bentley confirmed that the trust had undertaken encouraging work on the services provided to people with learning disabilities and autism. He explained that it was well known that the pandemic had affected people with LD and autism profoundly and he asked if this group of people could be included in the 'Let's Discuss Independence' section. Ms Coleman agreed to take this back to the Committee and the Communications team.

**Action** – Ms Coleman

Ms Coleman confirmed that the 2021 AGM would be segmented, which would allow the trust to better analyse how the public were viewing the video.

Ms Coleman confirmed that the Committee had discussed the communications plan for the governor elections. She was pleased to report that there had been a lot of interest from potential candidates from a wide range of backgrounds and ages. Ms Coleman thanked Ms Fuller and Ms Beverley Bryant for their work on the governor elections.

The Council **RECEIVED** the report.

#### **20/01/10 Feedback from Charitable Funds Committee**

Ms Coleman presented the report to the Council.

Ms Coleman had shared the Chair's Assurance Report from the Committee with governors prior to the meeting, for information.

Ms Coleman confirmed that there were further funds available for the benefit of staff. The trust agreed that they would support a voucher issue to staff again.

Ms Coleman explained that the trust had extended the 'Give a gift of play' initiative and there was a wish list on Amazon, where people could buy individual toys and gifts.

The Council **RECEIVED** the report.

#### **20/01/11 Report on Patient and Public Engagement, Experience and Complaints**

Ms Mitchell presented the report to the Council, on behalf of Ms Carruth.

In response to a question from Ms Allen, Ms Mitchell agreed to contact Ms Allen regarding the issue concerning the recruitment of gardening volunteers at Edenbridge outside of the meeting.

**Action** – Ms Mitchell

In response to a question from Mr Woolgrove, Ms Mitchell confirmed that the

majority of dental complaints had related to patients who were in prison. She explained that although the high number of dental complaints was unusual, it had been related to not being able to access the prisons due to the pandemic. Ms Mitchell added that this continued to be a national problem.

Ms Barber confirmed that the Quality Committee had received assurance that the teams continued to work hard with the prison services. Mr Bentley added that maintaining all health services in prisons had been difficult, and he echoed that it was a national problem.

In response to a question from Ms Carter, Ms Mitchell agreed to include a pie chart showing themes of complaints in future reports.

**Action** – Ms Mitchell

In response to a question from Ms Coleman, Ms Mitchell confirmed that feedback from the Schwartz rounds would be fed back to the Strategic Workforce Committee and into the People Strategy.

Ms Mitchell explained that over 360 staff had joined a Schwartz round since June, and more facilitators had been trained to run more localised team sessions.

In response to a question from Ms Coleman, Ms Mitchell explained that feedback from the rounds could not be shared with staff due to the confidential nature of the discussions. Ms Mitchell agreed that it would be useful to run a comms piece on the Schwartz rounds to encourage more staff to join the rounds and make it more accessible.

Mr Goulston commented that the rounds would become even more important for staff to share confidentially how they had coped during wave 3 of the pandemic.

Mr Goulston reminded governors to let Ms Fuller know if they would like to join the patient and carer council meetings.

**Action** - Governors

The Council **RECEIVED** the report.

## 20/01/12 Nominations Committee Report

Mr Price presented the report to the Council.

Mr Price provided an overview of the appraisal process used in previous years, and explained the reason for the recommended alternative approach for the 2020/21 appraisals.

Mr Price confirmed that Nomination Committee had discussed the current remuneration for the Chair and Non-Executive Directors. The Committee recommended to the Council that there should be no change to the current remuneration.

The Council **RECEIVED** the report and **APPROVED** the recommendations.

**20/01/13 Any Other Business**

There was no further business to discuss.

**20/01/14 Questions from members of the public**

There were no questions from members of the public.

**20/01/15 Date and Time of Next Meeting**

Wednesday 21 April 2021 at 13.00.  
Venue to be confirmed.

The meeting ended at 14.30

## MATTERS ARISING FROM THE COUNCIL OF GOVERNORS MEETING HELD ON 21 JANUARY 2021

### OPEN ACTIONS

Meeting Date	Agenda Item	Action Agreed	By Whom	Current Status/Update
21 January 2021	20/01/7	To send a message of thanks to all staff from the Council of Governors.	Mr Bentley	A message will go on Flomail thanking all staff from the Governors.
21 January 2021	20/01/7	To share the link to sign up as a volunteer with all governors.	Mr Bentley	Link shared with governors.
21 January 2021	20/01/8	To look into the proposal for a small pilot for the 'All about me' passport style patient document.	Mr Bentley	Mr Bentley has asked Ms Carruth to look into the proposal further.
21 January 2021	20/01/9	To explore whether people with learning disabilities and autism will be included in Annual Members Meeting theme 'Let's Discuss Independence'. Ms Coleman agreed to take this back to the Committee and the Communications team.	Ms Coleman	To be discussed at the next Communication and Engagement Committee meeting.
21 January 2021	20/01/11	To contact Ms Allen regarding the issue concerning the recruitment of gardening volunteers at Edenbridge.	Ms Mitchell	There is a new process in place to recruit volunteers who do not need a DBS check.
21 January 2021	20/01/11	To include a pie chart showing themes of complaints in future reports.	Ms Mitchell	Themes of complaints to be included in all future reports. To be included within Annual Report to be presented to Council in July 2021.
21 January 2021	20/01/11	Governors to let Ms Fuller know if they would like to attend the patient and carer council meetings.	Governors	Ms Fuller shared dates of the patient and carer council meetings with governors.

11 November 2020	11/11/7	To provide an update on the collaboration between KCHFT and Kent and Medway Partnership NHS Trust (KMPT) at a future Council meeting.	Mr Goulston	Update to be provided to a future Council of Governors meeting.
11 November 2020	11/11/7	To share NHS Provider's guidance on the role of Council of Governors and Non-Executive Directors in provider collaboratives, when published.	Mr Goulston	Still awaiting publication.

## MATTERS ARISING FROM THE COUNCIL OF GOVERNORS MEETING

### CLOSED ACTIONS

Meeting Date	Agenda Item	Action Agreed	By Whom	Current Status/Update
11 November 2020	11/11/6	To update governors on the board governance refresh at the next Council meeting.	Mr Goulston	Included in Chair's Report.
11 November 2020	11/11/6	To discuss the role of the Council within Integrated Care Partnerships at a future Governor Development Session	Mr Goulston	To be an agenda item for Governor Development Session on 17 March 2021
11 November 2020	11/11/8	To review the waiting times for the blood testing service at Sevenoaks Hospital.	Mr Flack	Blood testing at Sevenoaks Hospital is not a KCHFT service, and is managed by Maidstone and Tunbridge Wells NHS Trust.
11 November 2020	11/11/10	To share the date of the next Communication and Engagement Committee meeting with all governors.	Ms Fuller	Meeting date arranged and shared with all governors
11 November 2020	11/11/11	To discuss the need for an external building at the Urgent Treatment Centre in Deal and the proposed use of charity funds with Ms Coleman.	Ms N Davies	To be included for consideration as part of the plans for transfer of the property to trust ownership.

11 November 2020	11/11/12	To ask the Communications Team to undertake analysis on the length of time that people viewed the Annual Members Meeting video.	Ms Norris	Facebook analytics gives figures for how many people watched our video for three seconds, one minute and more than one minute. 918 people watched for more than one minute.  Further detailed analysis shared with governors through the Communication and Engagement Committee.
11 November 2020	11/11/12	To include themes of complaints in the report produced by the Patient and Carer Partnership Team.	Ms Mitchell	Now included in report.
11 November 2020	11/11/12	To share the dates of the Patient and Carer Council meetings and focus groups with governors.	Ms Mitchell	Meeting dates shared with governors.



11 November 2020	11/11/13	To investigate whether trust membership could be increased through schools, colleges and universities.	Ms Norris	<p>School health teams have developed newsletters in Kent and East Sussex, as Covid-19 restrictions means they are unable to carry out face-to-face visits as normal. The Communications Team has contacted heads of service to ask to include an article on the value of involving young people in our services and add a link to become a member page on our public website.</p> <p>The Communications Team is also refreshing its plan for the next financial year (April 2021) and will scope what other actions it can take. However, at the moment, supporting internal communications and the delivery of the Covid-19 vaccination programme are taking priority.</p>
11 November 2020	11/11/14	To discuss the updated guidance on the term of office for public and staff governors at the next informal governors meeting in December.	Mr Goulston	On agenda for Governor Development day in April.

11 November 2020	11/11/14	To ask board members to review the partnership working arrangements with hospices.	Mr Flack	KCHFT works collaboratively with all local hospices for both education and patient care. Patients can be under the care of both KCHFT and a local hospice and are referred between services as appropriate. The hospices provide support for more complex palliative and end of life care management.
23 July 2020	23/07/7	To share the outcome of the Big Listen 2 at the next Council meeting.	Mr Bentley	11/11/20 – update provided in Trust Quarterly Report
23 July 2020	23/07/7	To share Governors thanks to all KCHFT staff within next internal communications.	Mr Bentley	11/11/20 – Governors thanks mentioned in blog which was circulated to all staff.
23 July 2020	23/07/8	To share the Youtube link to the Trust Choir performance of Stay at Home.	Ms Fuller	11/11/20 – Youtube link shared with all governors.
23 July 2020	23/07/9	To organise a venue for governors wishing to meet in person for the Annual General meeting (AGM).	Ms Fuller	11/11/20 – The format of the AGM was changed to a pre-recorded video, meaning that a venue was no longer required.
23 July 2020	23/07/9	Formal invitations for the Annual General Meeting (AGM) to be circulated to Governors and board members as soon as possible.	Ms Treharne	11/11/20 – Invitations to the AGM video was shared as soon as it went live.

23 July 2020	23/07/10	To confirm the date that the shopping vouchers would be made available to staff.	Ms Norris	11/11/20 – Shopping vouchers will be made available to staff during November.
23 July 2020	23/07/10	To look into how the trust could access tranche 2 and 3 of the NHS Charities funds.	Ms Norris	11/11/20 – To be verbally updated.
23 July 2020	23/07/11	To include themes of complaints in future reports	Ms Carruth	11/11/20 – To be included in future reports.
23 July 2020	23/07/12	To review the format and length of the Patient and Public Engagement report.	Ms Carruth	11/11/20 – This report has now been combined with the Report on Patient Experience and Complaints and will come under one agenda item entitled 'Patient and Public Engagement, Experience and Complaints'.
23 July 2020	23/07/20	To respond to the member of the public in relation to his question.	Mr Bentley	11/11/20 – Member of public was contacted and responded to.

<b>Title of Meeting</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	1.7
<b>Subject:</b>	Trust Quarterly Report
<b>Presenting Officer:</b>	Paul Bentley, Chief Executive

Since the last time the Council of Governors met, we have continued to meet the challenges of responding to the COVID-19 outbreak. As Council will be aware, from 8 March, restrictions in England started to lift with the government's four-step roadmap to offer a route back to a more normal life. At the time of writing we successfully entered step two of the roadmap with the opening of non-essential retail, as well as personal care premises, public buildings and hospitality venues.

I would like to share with the Council some of the other issues which have arisen since the last time we met. As with previous reports, these have been grouped into the categories; quality, patients, our people, and partnerships.

## 1. Performance

### 1.1 Quality

Quality indicators continue to report a strong position providing assurance that we are continuing to deliver high quality care. During February and March, 6,298 surveys were completed by patients, relatives and carers with a strong combined satisfaction score of 95%. This is a vast increase in survey volumes (3,518) and a consistent score when compared with the previous two months (95.5%).

I am pleased to report that employee turnover has continued on a downward trajectory, and the rate in January was 13.8%. Turnover rates remain below average and below the target of 14.47%. The vacancy rate continues to perform below average and below target. The vacancy rate for January was 4% which is a small decrease of 0.21% since December 2020.

The sickness absence figure for January was 5.47%. December and January had seen an increase due to covid-19 related absence. This peak has taken the current performance above the target, and is being closely monitored.

In January, there were two lapses in care which resulted in avoidable pressure ulcers. Key themes were identified and all lessons learnt were shared and cascaded. Within the past 5 months there has been no pressure ulcers declared as serious incidents.

## 1.2 Financial Position

The Trust continues to deliver a strong financial position as shown in the tables in Appendix 1.

## 2. Patients

### 2.1 Trust Priorities 2021/22

As a trust we have established our strategy and identified our eight priorities and enablers. Following recent engagement with key groups, including our Trust leadership, Board and Council we have agreed a particular emphasis on workforce, quality and system leadership.

The three focus areas of workforce, quality and system leadership align strongly with the newly published NHS 2021/22 priorities and operational planning guidance. The guidance recognises the necessary support for the health and wellbeing of the workforce and the action required on recruitment and retention as well as the need for collaborative system working to deliver the priorities. In addition the Trust is actively engaged in work to deliver some of the other priorities identified in the guidance such as the vaccination programme, adopting learning and restoring services through the reset and reimagine programme and supporting acute partners through admission avoidance and discharge programmes.

## 3. Our People

### 3.1 Staff Survey

Despite the challenged year we have experienced, we had a really positive set of results from the annual staff survey. In total, 3,108 colleagues completed the questionnaire, which is a 62.4% response rate, the best in five years and significantly higher than the average rate for other community trusts.

All of the questions were grouped into 10 themes and in the majority of these we scored significantly higher than trusts we were benchmarked against. We had the highest score in five of the themes; equality, diversity and inclusion, health and wellbeing, immediate managers, morale and safety culture. We also significantly improved our own scores compared to a year ago on the themes; health and wellbeing, safe environment – bullying and harassment, safe environment – violence and safety culture.

The strong results validate our emphasis on being the best employer as reflected in our workforce strategy.

### 3.2 COVID-19 vaccination programme

All patient-facing colleagues have now been invited to have their COVID-19 vaccine. At the time of writing this report, 3,389 KCHFT staff and over 1,500 bank staff had received their first dose of the vaccine. This programme continues at pace and I will be able to update Council at the meeting.

### **3.3 Staff Health and Wellbeing Booklet**

All colleagues have been sent a health and wellbeing booklet in the post. The 'You' booklet contains useful advice including how to access our counselling service and fast-track musculoskeletal physiotherapy, tips to make working at home more comfortable and why we should all join a Schwartz Round. It also lists those all-important contact details for counselling, occupational health and payroll.

### **3.4 Nurse nominated in excellence awards**

One of our complex care nurses has been nominated for an award for the work she did to help improve the health of homeless people. Claire Knight is a finalist in the Kent Housing Group's annual Excellence Awards. She was nominated by staff at Tonbridge and Malling Borough Council, after working in close partnership with them to provide a health and wellbeing service for rough sleepers. The awards celebrate people, teams, groups and projects which have done something 'extraordinary'. A virtual awards ceremony will take place on Friday 14 May.

## **4. Partnerships**

### **4.1 New architecture of the NHS in Kent and Medway**

From 1 April 2021, the NHS and its partners in Kent and Medway were formally designated an Integrated Care System (ICS). The partners of the Kent and Medway ICS will work together as one group on issues affecting all areas, and within four Integrated Care Partnerships to design more locally focussed improvements. Governors will recall the presentation by Wilf Williams, Accountable Officer of the Clinical Commissioning Group which outlined the proposals for the Integrated Care System.

### **4.2 Kent and Medway Partnership NHS Trust (KMPT)**

As previously discussed, the Trust is continuing to explore collaborative opportunities with KMPT. This exciting piece of work is focused around ensuring patients are at the heart of what we do and ensuring that physical and mental health community care is aligned and coordinated. We are planning to bring a further paper to the Trusts identifying potential opportunities and a way of work in the next few months.

**Paul Bentley**  
**Chief Executive**  
**April 2021**

## Appendix 1

## Assurance on Financial Sustainability

Surplus		Rag rating: Green	
	Actual	Plan	Variance
Year to Date £k	0	138	-138
Year End Forecast £k	-2,199	150	-2,349
<p>The Trust is in a breakeven position to the end of February in line with the revised plan submitted in October.</p> <p>Pay and non-pay has overspent by £673k and £5,274k respectively, partly offset by an underspend on depreciation/interest of £416k and an over-recovery of income of £5,393k.</p> <p>The forecast for 2020/21 is a deficit of £2,199k as a result of £294k forecast additional annual leave carry over, £650k additional day of annual leave carry over and £1,300k reduction in CCG income in respect of other income.</p>			

Cash and Cash Equivalents		Rag rating: Green	
	Actual	Forecast	Variance
Year to Date £k	55,676	56,121	-445
Year End Forecast £k		43,379	
<p>Cash and Cash Equivalents as at M11 close stands at £55,676k, equivalent to 81 days operating expenditure. The Trust recorded the following YTD public sector payment statistics: 98% for volume and 97% for value.</p>			

Use of Resourcing Rating		Rag rating: Green	
	Year to Date Rating	Year End Forecast Rating	
Capital Service Capacity	1	1	
Liquidity	1	1	
I&E margin (%)	2	2	
Distance from Financial Plan	1	1	
Agency Spend	2	2	
Overall Rating	1	1	
<p>The Trust has scored overall the maximum 1 rating against the Use of Resource rating metrics for M11 2020-21. The YTD I&amp;E margin % has returned a rating of 2 as a result of the current break-even regime and the YTD Agency spend rating is 2 following an increase in actual agency costs due to Covid-19.</p>			

Capital Expenditure		Rag rating: Amber	
	Actual/Forecast	Plan	Variance
YTD Expenditure £k	7,218	9,630	2,412
Year End Forecast £k	10,235	10,485	250
<p>Spend to February was £7,218k against a YTD plan of £9,630k (75% achieved). The plan figures referenced include the effect of the PDC funded schemes approved after the revised plan submitted to</p>			

NHSE/I on 27 July 2020. The full year forecast is £10,235k and the Trust expects to utilise this in full. The full year outturn includes £3,700k capital expenditure to be funded by PDC (£1,356k on the trust's Urgent Treatment Centres, £113k on enhanced cyber security, £2,139k on the Kent & Medway Care Record and £92k relating to the Covid-19 response).

The full year variance to plan of £250k represents the net effect of the agreed underspend of K&M ring-fenced monies (£269k) which was agreed to be released and reallocated to Kent & Medway system priorities, £198k relating to Covid-19 capital claims which did not receive national approval, £144k underspend on Urgent Treatment Centre works and £361k additional spend on IT equipment following further funding allocation afforded to the K&M system.

CIP		Rag rating: Green	
	Actual	Plan	Variance
<b>Year to Date £k</b>	3,782	3,866	-84
<b>Year End Forecast £k</b>	4,210	4,210	0
The Trust achieved CIPs of £3,782k to the end of February against a risk rated plan of £3,866k and so CIP is £84k behind plan to date.			
97% of the total annual CIP target has been removed from budgets at month eleven.			
The Trust is forecasting to achieve the full plan of £4,210k by the end of the year.			

Agency Targets		Rag rating: Green				
	M11			YTD		
	Actual	Target	Variance	Actual	Target	Variance
<b>External Agency Excluding Covid-19 Expenditure £k</b>	282	491	209	3,782	5,404	1,622
<b>External Agency Including Covid-19 Expenditure £k</b>	529	491	-38	6,171	5,404	-767
External Agency and Locums excluding Covid-19 expenditure was £282k against £491k target in February.						
External Agency and Locums including Covid-19 expenditure in February was £529k against £491k target.						





## Kent Community Health

NHS Foundation Trust

<b>Meeting Title:</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	2.4
<b>Subject:</b>	Outcome of Governor Elections
<b>Presenting Officer:</b>	Natalie Davies – Director of Corporate Services

### 1. Purpose

The purpose of this paper is to update the Council of Governors on the outcome of the governor elections that took place throughout February and March 2021.

### 2. Introduction

Governor elections took place in the following constituencies:

- Public - Ashford
- Public - Dartford
- Public - Folkestone and Hythe
- Public - Sevenoaks
- Public - Tunbridge Wells
- Staff – Children and Families
- Staff – Health and Wellbeing Services
- Staff – Adult Services
- Staff – Corporate Services

We are required to use an independent election company to conduct the elections, and Electoral Reform Services (ERS) were selected.

### 3. Election Results

The notice of election was published on Monday 11 January 2021, and the deadline for nominations was 27 January 2021. Following close of nominations, the following candidates were elected uncontested:

Constituency	Candidate	Term of Office
Ashford	Kathy Walters	Elected for 1 <sup>st</sup> Term
Corporate Services	Jan Allen	Elected for 2 <sup>nd</sup> Term

All other constituencies were contested, and we received the following number of candidates for each constituency:

Dartford	4 candidates
Folkestone and Hythe	2 candidates
Sevenoaks	3 candidates
Tunbridge Wells	3 candidates
Children and Families	3 candidates
Health and Wellbeing Services	2 candidates
Adult Services	5 candidates

The notice of poll was published on our website and all members were sent the ballot papers and election materials on 15 February 2021 (via post or electronically).

Voting closed on 5 March 2021, with results declared on 8 March 2021. The successful candidates were elected for a three year term, and are shown in the table below.

Constituency	Candidate	Term of Office
Dartford	Elaine Ashford	Elected for 1 <sup>st</sup> Term
Folkestone and Hythe	Hodgson Birkby	Elected for 1 <sup>st</sup> Term
Sevenoaks	Gill Harris	Elected for 1 <sup>st</sup> Term
Tunbridge Wells	Loretta Bellman	Elected for 1 <sup>st</sup> Term
Children and Families	Maria-Loukia Bratsou	Elected for 2 <sup>nd</sup> Term
Health and Wellbeing Services	Kimberley Lloyd	Elected for 1 <sup>st</sup> Term
Adult Services	William Anderson	Elected for 1 <sup>st</sup> Term

The turnout for voting was between 12.5% and 25.1%. The report of voting is attached for your information (Appendix 1).

Throughout the election process, a series of promotional activities took place in conjunction with the Communications Team. A number of save the dates and reminder emails were circulated to members, well as advertisements in local community newsletters and networks. Information was also shared regularly on social media platforms and via our staff intranet and staff networks.

We are pleased to report that all vacant posts were filled, and all but two of the posts were well contested. As a result of this and the promotional work undertaken, the elections process was one of the most successful on record for the trust.

#### 4. Recommendation

Governors are asked to note the outcome of the elections.

**Joy Fuller**  
Governor Lead  
April 2021



# Report of Voting

KENT COMMUNITY HEALTH NHS FOUNDATION TRUST

ELECTION TO THE COUNCIL OF GOVERNORS

CLOSE OF VOTING: 5PM ON 5 MARCH 2021

## CONTEST: Public: Dartford

RESULT		1 to elect
Elaine ASHFORD	16*	ELECTED
Rachael MARTIN-SMITH	13	
Ram APPADOO	3	
Yogeshkumar DESAI	3	

\*result confirmed by recount

Number of eligible voters		287
Votes cast by post:	17	
Votes cast online:	19	
Total number of votes cast:		36
Turnout:		12.5%
Number of votes found to be invalid:		1
Total number of valid votes to be counted:		35

## CONTEST: Public: Sevenoaks

RESULT		1 to elect
Gillian HARRIS	40	ELECTED
Daniel VALENTINE	32	
John HARRIS	14	

Number of eligible voters		534
Votes cast by post:	45	
Votes cast online:	41	
Total number of votes cast:		86
Turnout:		16.1%
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		86

### CONTEST: Public: Shepway

RESULT		1 to elect
Hodgson G R BIRKBY	37*	ELECTED
Daniel MOTT	32	

\*result confirmed by recount

Number of eligible voters		467
Votes cast by post:	43	
Votes cast online:	27	
Total number of votes cast:		70
Turnout:		15.0%
Number of votes found to be invalid:		1
Total number of valid votes to be counted:		69

### CONTEST: Public: Tunbridge Wells

RESULT		1 to elect
Loretta BELLMAN	23	ELECTED
David MORRIS	13	
Gareth Ernest KERKIN	9	

Number of eligible voters		244
Votes cast by post:	26	
Votes cast online:	19	
Total number of votes cast:		45
Turnout:		18.4%
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		45

### CONTEST: Staff: Adult Services

RESULT		1 to elect
William ANDERSON	132	ELECTED
Louise BLUCK	121	
Janine (Jan) HARRIS	57	
Shereen RASHEED	41	
Sharon HARRIS	6	

Number of eligible voters		2,378
Votes cast online:	357	
Total number of votes cast:		357
Turnout:		15.0%
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		357

### CONTEST: Staff: Children and Young People

RESULT		1 to elect
Maria-Loukia BRATSOU	131	<b>ELECTED</b>
Denise WILLIAMS	37	
Alison KEELER-LUX	13	

Number of eligible voters		1,237
Votes cast online:	181	
Total number of votes cast:		181
Turnout:		14.6%
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		181

### CONTEST: Staff: Health and Wellbeing

RESULT		1 to elect
Kimberley (Kim) LLOYD	47	<b>ELECTED</b>
Karen SINCLAIR	39	

Number of eligible voters		343
Votes cast online:	86	
Total number of votes cast:		86
Turnout:		25.1%
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		86

Civica Election Services can confirm that, as far as reasonably practicable, every person whose name appeared on the electoral roll supplied to us for the purpose of the election:-

- was sent the details of the election and
- if they chose to participate in the election, had their vote fairly and accurately recorded

The elections were conducted in accordance with the rules and constitutional arrangements as set out previously by the Trust, and CES is satisfied that these were in accordance with accepted good electoral practice.

All voting material will be stored for 12 months.

**Ciara Hutchinson**  
**Returning Officer**  
**On behalf of Kent Community Health NHS Foundation Trust**

<b>Title of Meeting</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	2.5
<b>Subject:</b>	Freedom to Speak Up
<b>Presenting Officer:</b>	Joy Fuller, Freedom to Speak Up Guardian

## 1. Purpose

The purpose of this paper is to inform the Council of Governors of the Freedom to Speak Up arrangements in place across the trust and to provide an update on the number of cases received during 2020/21.

## 2. Background and Context

Every NHS trust and NHS Foundation Trust is mandated to have a Freedom to Speak Up Guardian. The Guardians are part of a network supported by the National Guardian's Office (NGO) which was created to support positive cultural change across the NHS. The NGO is an independent, non-statutory body which provides support and training for Guardians, as well as disseminating good practice, undertaking case reviews and providing challenge across the system.

The NGO and the role of the FTSU Guardian was created in response to recommendations made in Sir Robert Francis QC's report "The Freedom to Speak Up" (2015). The recommendations were made as Sir Robert found that NHS culture did not always encourage or support workers to speak up, and that patients and workers suffered as result.

Kent Community Health NHS Foundation Trust has a Freedom to Speak Up policy which is in line with the national policy. The policy says that staff should initially try to raise concerns with their line manager or a more senior manager, but if this does not lead to satisfactory action, or if the staff member feels unable to do so for whatever reason, they can contact the FTSU Guardian for advice and support. It is all in support of creating a more open culture that puts patient and staff safety at the heart of what we do.

## 3. The Role of the Freedom to Speak Up Guardian

The Guardian helps to raise the profile of raising concerns across the trust, and provides confidential advice and support to staff, agency workers or volunteers about concerns they have and/or the way their concern has been handled. The Guardian ensures that people who speak up are thanked for doing so.

The Guardian remains impartial and ensures that a fair and timely investigation into concerns takes place and that outcomes, actions and learning are shared. They don't get

involved in investigations or complaints, but help the process. They have a key role in making sure staff do not experience discrimination or are victimised because they raise a concern.

The Guardian can be contacted via a dedicated email address or phone number. There is also a dedicated page on FLO, the trust's staff intranet site, which provides guidance on speaking up for staff and managers.

#### 4. Summary of cases raised in 2020/21

Quarter	Number of cases raised	Types of cases raised
Quarter 1 (Apr 2020 - Jun 2020)	5	Coronavirus Bullying and Harassment*
Quarter 2 (Jul 2020 - Sept 2020)	8	Bullying and Harassment Patient Safety Detriment**
Quarter 3 (Oct 2020 - Dec 2020)	7	Coronavirus Bullying and Harassment Detriment
Quarter 4 (Jan 2021 - Mar 2021)	4	Coronavirus Bullying and Harassment

\*Bullying and Harassment: *"Bullying is behaviour from a person or group that's unwanted and makes someone feel uncomfortable, including feeling: frightened, less respected or put down, made fun of, upset". "Harassment is when bullying or unwanted behaviour is related to any protected characteristics under the Equality Act 2010."*

\*\*Detriment: *"Disadvantageous and/or demeaning treatment as a result of speaking up, may include being ostracised, given unfavourable shifts, being overlooked for promotion, or moved from a team."*

There were 24 new cases raised during 2020/21. This is an increase on the 8 cases raised during 2019/20. Throughout 2020/21, the Guardian sought to raise awareness of the Freedom to Speak up service via the staff intranet site and in staff newsletters, and believes that this may have caused the increase in the number of staff seeking support.

#### 5. Recommendation

The Council of Governors is asked to receive this report.

**Joy Fuller**  
**Freedom to Speak Up Guardian**  
**April 2021**

<b>Title of Meeting</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	2.6
<b>Subject:</b>	Report on Membership
<b>Presenting Officer:</b>	Louise Norris, Director of Workforce, Organisational Development and Communications

This report provides an update on public membership activity for quarter four (January to March 2021).

An annual report on Patient and Public Engagement, Experience and Complaints will be presented to the Council of Governors in July.

**Louise Norris**  
**Director of Workforce, Organisational Development and Communications**  
**April 2021**



# Public membership activity

January to March 2021

The trust's public membership at 1 April 2021:

 **8,470**

Of the membership:

- 782 are from Black, Asian or minority ethnic communities
- 75 are aged 21 or under
- 1,001 are aged over 75.

Month	Joiners	Leavers*	Net	Cumulative
January	11	6	5	8,476
February	4	10	-6	8,470
March	5	5	0	8,470

\*Leavers include public members who have requested to be removed from the database and deceased members.

## Contacts

### Living with dementia

We sent **4,150 emails** to public members on experience of living with dementia in Kent and Medway; 27 per cent open rate and 59 unique clicks to the survey.

### Governor elections

We sent **996 emails** to public members encouraging them to stand as a public governor; 37 per cent open rate and 11 click throughs to find out more.

In all, **152 emails** were sent to public members in contested constituencies encouraging members to vote for their governor, with a 21 per cent open rate and six click throughs.

### Covid vaccination messages

To help keep public members up-to-date, we sent **28,182 emails** explaining about our large vaccination centres and how to book. From just one email, 70 people clicked to book an appointment.

### Newsletter

We sent **322** people the Dover governor's newsletter; with a 33 per cent open rate (107 people).

### Quality priorities

We asked **3,808 public members** for help in deciding our 2021/22 quality priorities; 28 per cent open rate of 164 responses (1 April), 88 said they were a public member, patient or patient representative.



That makes  
**36,194**  
contacts

January to March  
(14,161 in the  
previous quarter)



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<b>Title of Meeting</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	2.7
<b>Subject:</b>	People Strategy
<b>Presenting Officer:</b>	Louise Norris, Director of Workforce, Organisational Development and Communications

## 1. Introduction

The attached three-year People Strategy sets out Kent Community Health NHS Foundation Trust's (KCHFT) commitment to all our colleagues and will help to build our reputation as the best NHS employer. It is an enabling strategy to support the delivery of the trust's overall strategy. It has seven ambitions to enable us to engage, retain and recruit staff.

## 2. Recommendation

The Council is asked to receive the People Strategy for information.

**Louise Norris**  
**Director of Workforce, Organisational Development and Communications**



Kent Community Health  
NHS Foundation Trust

# Our People Strategy

2020/21 to  
2023/24



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## Introduction



Whatever their role, wherever they work – every single one of our 5,000 colleagues, plays an outstanding role in delivering the high-quality care to our communities.

This People Strategy has been written at a time when NHS colleagues have faced unprecedented challenges responding to a pandemic; some putting their lives on hold to save others, and everyone juggling work and family life.

It has been developed at a time when Covid-19 has forced the world to recognise the value of our health, at whatever age and laid bare the huge inequalities faced by our black, Asian, and minority ethnic and other deprived communities. And it's important to recognise that some of our colleagues are among these.

This three-year strategy sets out Kent Community Health NHS Foundation Trust's (KCHFT) commitment to all our colleagues – to be the best employer – so united, we are ready to face whatever the challenges that lie ahead.

Rightly so, it's been developed by listening to our people, through our senior leaders' forum, staff partnership forum and Our Big Listen 2 event, as well as feedback from our regular staff surveys.

And as its heart is compassion and admiration for colleagues who have achieved something remarkable and of whom, as well as saying thank you, we continue to ask for more.

Describing our ambition is one thing; delivering is another. So, this strategy identifies seven themes for action, which we will focus on for the next three years to continue to engage, retain and recruit colleagues.

While it has built on the learning from a very difficult six months, we live in an uncertain and ever changing environment, so we can say with confidence we will need to update and adapt our people strategy during the timeframe it covers.

Our commitment is to continue to listen and evolve our People Strategy in response to any changing context.

*Louise*

Louise Norris  
Director of Workforce, Organisational Development and Communications.



## About this strategy

This three-year People Strategy will help to build our reputation as the best NHS employer and explains our commitment to our people. It is an enabling strategy to support the delivery of the trust's overall strategy and should be read with our other enabling strategies. It has seven ambitions to enable us to engage, retain and recruit staff.

To achieve this we will:

- engage our people
- empower our people
- look after our people
- develop our people
- treat our people fairly
- have compassionate, inclusive and effective leaders for our people
- and have people ready for the future.

Our pledge is simple – to be the best place to work. We aim to have a happy, engaged and productive workforce, which provides outstanding service and care.

We firmly believe our trust belongs to our people – both the people we care for and the people who work here. Our people are our most valued asset and the best resource we have to deliver all that is required of us. They shoulder enormous responsibility for the lives of patients and their working life must reflect this; they should be trusted, have compassionate leadership and be duly recognised for their contribution.



Our pledge is simple  
– to be the best  
place to work.



## Context and background

### Our organisation

We provide wide-ranging NHS care for people in the community, in a range of settings including people's own homes; nursing homes; health clinics; community hospitals; minor injury units and increasingly urgent treatment centres and in mobile units.

We are one of the largest NHS community health providers in England, serving a population of about 1.4 million across Kent and 600,000 in East Sussex and London. We employ more than 5,000 staff, including doctors, community nurses, physiotherapists, dietitians and many other healthcare and administrative professionals.

### Our mission and vision

#### Our vision

A community that **supports each other to live well.**

#### Our mission

To **empower adults and children** to live well, to be the **best employer** and **work with our partners** as one.

#### Our values

We have four values:



#### Compassionate

We put patients and our service users at the heart of everything we do. We're positive, kind and polite. We understand diversity. We're respectful, patient and tolerant.



#### Aspirational

We feel empowered and we empower our patients. We strive to improve. Our focus is on research and generating ideas and innovations. We're open, transparent and we think creatively.



#### Responsive

We listen. We act. We communicate clearly. We do what we say we will. We take account of the opinions of others.



#### Excellent

We strive to deliver the best care we can. We grow a culture of excellence in our teams. We challenge complacency.



Our NHS People Promise

## Our challenges

### Nationally

The challenges facing the NHS are evolving. We have an ageing population, many living with multiple long-term conditions. The way we are living our lives is also changing, meaning that younger members of the population are accessing health services. All of this is putting increased demand on the NHS.

In response to this, the NHS published the NHS Long Term Plan in 2019, which sets out the priorities for NHS for the next 10 years. Much of this relies on re-designing care pathways and delivering care in different ways, such as:

- integrated local care systems
- stronger network of GPs and community services
- radically transformed outpatient services
- avoiding hospital admittance
- specific commitments relating to a range of priority areas such as cancer, stroke, children's services and maternity.

Success in delivering this ambitious 10-year plan requires the NHS to re-think traditional workforce models and to develop a sustainable and flexible workforce of the future.



In June 2019, NHS England and Health Education England published an interim people plan. Actions from the interim plan were taking place. Then at the start of the COVID-19 everything changed. Consequently, NHS England published 'We are the NHS: People Plan for 2020/21' in July 2020. The plan sets out what the people of the NHS can expect – from their leaders and from each other – for the rest of 2020 and into 2021. It focuses on:

- Looking after our people particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.
- Belonging in the NHS highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- New ways of working and delivering care emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.
- Growing for the future particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.

The descriptions are what we should be able to say about working for the NHS by 2024 and falls under the strategic theme of looking after our people in the 'We are the NHS: People Plan for 2020/21'. Our People Strategy encompasses the NHS people promise and NHS People Plan.

## Locally

There are approximately 1.8 million people living in Kent and Medway. The population of Kent and Medway is rapidly growing. The number of people living in Kent and Medway is predicted to rise by almost a quarter by 2031. This increase is higher than the average across England. This is because local people are living for longer and because people are moving into the area. We are very unlikely to see any more significant increases in health and social care budgets in the near future. Our budgets are not rising at the same pace as costs and demand. Across Kent, all NHS providers face significant financial challenges. Funding for council-provided services is reducing due to budget pressures.

From April 2021, Kent and Medway aim to become an integrated care system. The system will be made up of GP practices working together in primary care networks, four new and developing integrated care partnerships, drawing together all the NHS organisations in a given area and working more closely with health improvement services and social care, and a single commissioner, NHS Kent and Medway, to take a bird's eye view of health priorities for local people and look at shared challenges.

East Sussex has a varied and diverse population and is home to around 555,110 people. The county is seeing many of the same challenges as Kent, in terms of the proportion of people over 65 and over 85 being higher than the national average. The numbers of young people are expected to increase by three per cent in the next three years and there is also a growth in the numbers of children with statements of SEND or Education Health Care Plan, some of whom will have complex medical and care needs.

Across Sussex, the NHS and local councils that look after social care and public health are working together to improve health and care. The Sussex Health and Care Partnership (SHCP) brings together 13 organisations into an integrated care system (ICS).

The East London Health and Care Partnership is looking at what kind of workforce they need now and at the future and is one example of what they see as being tackled at scale. North east London, has a population of almost 2 million. It has the highest population growth in London – equivalent to a new borough in the next 15 years, as well as significant health inequalities. The health and care workforce has a high turnover, with recruitment difficulties and high reliance on temporary agency workers, although there is huge variation across the patch. It also faces a funding gap between the demand and cost of services and if nothing is done, this is estimated to be £1.5bn over the next five years.



Our people strategy encompasses the NHS people promise and NHS People Plan.

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## Delivering our vision through our people

Our People Strategy is an enabling strategy to deliver our vision of care, achieve the trust's strategic objectives and be ready for future changes and challenges. It is in the context of increased scrutiny, austerity, changing models of care and increasing demand for improved standards of care that our people strategy for 2021-2024 has been written. It outlines how we will recruit, retain and engage staff to unlock their potential and achieve the strategy.

It outlines how we build and maintain the culture, capacity and capability required to meet the challenges we face in the years ahead and continue to deliver high-quality patient-centred care, with staff setting the pace.

Our People Strategy is an enabling strategy.



## The strategy our seven themes and aims

Each of the seven themes has an ambition and a program of work to deliver them over the next three years. Each theme is described in more detail in the following sections together with our ambition and most importantly, our measures of success. Progress will be monitored by a Board Sub Committee – The Strategic Workforce Committee.

### Our people of the future

We plan for the future and we do it well. We act quickly, responding to need and all our services are staffed appropriately.





## Our People Strategy 2021-2024

Alignment to We are the NHS and NHS people promise	Theme	Ambition 	Area of focus 
Belonging to the NHS: We are recognised and rewarded We each have a voice that counts	<b>Engaging our people</b>	People are proud to work here, feel supported and recognised. They feel able to speak up and enjoy coming to work.	<ul style="list-style-type: none"> <li>Staff communication and engagement</li> <li>Reward and recognition</li> <li>Building confidence to speak up</li> </ul>
Belonging to the NHS: We are a team	<b>Empowering our people</b>	Decisions are made as close to the patient as possible.  High-performing teams have all the authority they need to make the right decisions, quickly.	<ul style="list-style-type: none"> <li>Reimagine Teams wrapped around PCNs where appropriate</li> <li>Team effectiveness</li> <li>Decision making framework</li> </ul>
Looking after our people, belonging to the NHS: We are safe and healthy We work flexibly	<b>Looking after our people</b>	Our people are safe, healthy and well in their mental and physical wellbeing.  Our approach is to value every member of the KCHFT team; supporting them in their role, but also as an individual.	<ul style="list-style-type: none"> <li>Wellbeing passports</li> <li>Continue to build our wellbeing offer</li> <li>Risk assessments</li> <li>Flexibility by default</li> <li>Supporting people with career responsibilities</li> </ul>
New ways of working and delivering care, growing for the future: We are always learning	<b>Developing our people</b>	Whether it's personal or professional development, all colleagues have everything they need to build on their potential.  We regularly learn from our success, as well as when things don't go right.	<ul style="list-style-type: none"> <li>Clear career pathways</li> <li>Career conversations</li> <li>Talent management</li> <li>Digital capability</li> <li>Expanding e-learning</li> <li>Helping and supporting staff to understand the choices they take, to reduce carbon usage and use more sustainable options can support staff and families wellbeing in the future.</li> </ul>

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## Our People Strategy 2021-2024

Alignment to NHS people promise	Theme	Ambition 	Area of focus 
Looking after our people, belonging to the NHS: We each have a voice that counts	<b>Treating our people fairly</b>	We are an employer known for our inclusivity.  We celebrate diversity and our workforce represents the communities we serve.  Everyone has what they need in a just, safe and respectful place of work.	<ul style="list-style-type: none"> <li>Reverse mentoring</li> <li>Cultural awareness training</li> <li>Resolution and accountability framework</li> <li>Just culture embedded</li> <li>Further expand our work with Kent Supported Employment (KSE)</li> <li>Equality change agents</li> <li>Work with Prince's Trust (introducing young people into the workforce)</li> </ul>
Belonging to the NHS: We are compassionate and inclusive compassionate and inclusive	<b>Compassionate, inclusive and effective leaders of our people</b>	Our leaders are highly visible, capable, positive, confident and enthusiastic leaders, who exemplify our values.  Our leaders understand daily work, recognise what team members are doing and celebrate outcomes.	<ul style="list-style-type: none"> <li>Coaching culture</li> <li>Listening and responding</li> <li>Role modelling from the top</li> <li>Leadership academy</li> </ul>
New ways of working and delivering care, growing for the future	<b>Our people of the future</b>	We plan for the future and we do it well.  We act quickly, responding to need and all our services are staffed appropriately.	<ul style="list-style-type: none"> <li>Recruitment and retention</li> <li>Long term workforce planning</li> <li>Workforce innovation</li> <li>Expanding the Academy</li> <li>Employment schemes expansion</li> <li>Facilitating opportunities to retire and return</li> </ul>

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Theme:

## Engaging our people

### Our ambition

People are proud to work here, feel supported and recognised. They feel able to speak up and enjoy coming to work.



#### Year 1

- Introduce pulse surveys.
- All staff to have a 'what matters to me?' conversation.
- Flo app embedded.
- Launch resolution and accountability framework.
- Freedom to speak up promotion campaign.

#### Year 2

- Leadership rounds in place to engage colleagues in how they find meaning and purpose in their work.
- Active listening training in place for all managers.
- Build support networks within administrative professions

#### Year 3

- More personalised benefits.
- Introduction of senior manager surgeries.
- Review of staff awards.
- Development of an engagement network.



### We will know that we have it right when:

- our turnover in all teams is below 10 per cent
- pulse surveys report engagement to be at 80 per cent or above
- our staff survey score on employee engagement is top 20 per cent in the country.
- staff feel confident and safe to speak up as reported in the staff survey 90 per cent
- staff sickness levels are below three per cent
- an increase in our people nominating their colleagues for awards
- increased number of contacts made to Freedom to Speak up Guardian.

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Theme:

## Empowering our people

### Our ambition

We have distributed authority; decisions are made as close to the patient as possible through a high performing team approach, devolved authority with real time measure.



#### Year 1

- Have 42 reimagine teams in place.
- Staffing levels in adult teams are set to meet population need.
- All colleagues will have a buddy.
- We will standardise what makes sense.
- Decision-making framework in place.

#### Year 2

- Infrastructure services redesigned to support reimagine.
- Teams will have real time performance systems.
- All teams have a daily huddle where appropriate.

#### Year 3

- Hold people strategy refresh sessions with people across the organisation to inform our next three year plan



### We will know that we have it right when:

- all our teams are high-performing and self-directed
- our staff survey score for staff engagement and team working is the top 20 per cent the country
- reimagine teams evaluation demonstrate that teams are empowered and are making decisions.

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Theme:

## Looking after our people

### Our ambition

Our people are safe, healthy and well both physically and psychologically. We have a health and wellness self-culture and a system appreciation for the whole person.



#### Year 1

- Wellbeing conversations and wellbeing passports for all colleagues.
- Identify and implement posts that can be home working and hybrid.
- Promote flexible working.
- Psychological PPE in place for all colleagues.
- Expand the number of people trained to support schwartz rounds.
- All staff risk assessed on a regular basis.
- Wellbeing guardian appointed.

#### Year 2

- Careers strategy in place.
- Active promotion of taking annual leave and breaks regularly.
- Working from home support package developed..

#### Year 3

- Introduce new and different leave packages.
- Expand our benefits packages and access to support



### We will know that we have it right when:

- staff survey results on health and wellbeing theme is in top 20 per cent in the country
- year-on-year increase in colleagues working flexibly
- all staff have a bi-yearly risk assessment
- achieved platinum rating for Kent and Medway Workplace standard
- 20 per cent of colleagues based at home
- all colleagues have wellbeing conversation

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Theme:

## Developing our people

### Our ambition

Personal and professional development for all colleagues to build on their potential. We have regular proactive learning from when things don't go so well, as well as from our successes.



#### Year 1

- Everyone will have a career conversation, which will inform our learning and development offering.
- Career clinics are offered to all staff.
- Capacity of learning and development for all staff will be increased to deliver to larger audiences, using technology.
- Training needs assessment will inform central Learning and Development offering.
- Clear development pathway and Talent Management Programme for employees wishing to move into a people management role for the first time.
- E-learning and virtual learning will be expanded to ensure staff receive the training they need, as soon as they need it.
- Improvements to usability of TAPs functions.

#### Year 2

- Comprehensive digital development strategy in place.
- Clinical skills pathways developed.
- Using TAPS for Talent Management, mapping development areas and allocating training to fill skills gap.
- Branding on TAPS for Leadership and Admin Academy.
- Improvements to reporting and visibility of compliance for managers and staff.
- Dashboards.
- Automated course allocation.

#### Year 3

- Creation of Succession Pipelines and secondment opportunities to allow effective promotion of staff internally using TAPS.
- In-house competence assessment model where appropriate.



### We will know that we have it right when:

- our staff survey results rank as top 20 per cent in the country for the quality of appraisals
- our staff survey results for admin staff demonstrate a year-on-year measured improvement
- 90 per cent of our academy students remain employed with the trust following qualifying

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Theme:

## Treating all our people fairly

### Our ambition

We are an employer known for our inclusive culture. We celebrate diversity and our workforce represents the communities we serve. We have an equitable environment, free from harm, a just culture that is safe and respectful.



#### Year 1

- Equality, diversity and inclusion strategy in place.
- Gender pay gap reduced.
- Reverse mentoring implemented.
- Cultural awareness training for all staff.
- Resolution and accountability framework in place.
- Work with the Prince's Trust and Kickstart schemes.

#### Year 2

- Colleagues with protected characteristics have a coach or mentor.
- All services have diversity improvement plans in place.
- Job carving expanded to support work with Kent Supported Employment and migrant communities.
- Embed a just and learning culture across the organisation.

#### Year 3

- Introduction of equality change agents.
- Networks empowered and driving organisation inclusion agenda and improvement.



### We will know that we have it right when:

- our equality diversity and inclusion score on the staff survey is the top 20 per cent in the country.
- No colleagues experience discrimination at work, as reported in staff survey.
- All colleagues with a protected characteristic have a coach or mentor.
- BAME staff are proportionately represented at all levels of the trust
- gender pay gap reduced.

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Theme:

## Compassionate, inclusive and effective leaders for our people

### Our ambition

Our leaders are highly-visible, capable, positive, confident and enthusiastic leaders, who exemplify our values. Our leaders understand daily work, recognise what team members are doing and celebrate outcomes.



#### Year 1

- Leadership career pathways developed and mapped against KCHFT Leaders and Managers Behaviours/Competencies and supporting development opportunities if not meeting competency or wish to develop further.
- Leadership Academy Talent Development Programmes running for current KCHFT leaders and managers and those of the future.
- All leaders attended coaching workshops.
- All leaders attending action learning sets.
- All managers role model and challenge behaviours when this is not in line with trust values.
- Implement assessments for all leadership roles above 8a.

#### Year 2

- People Manager's hub available via Flo/TAPS with development and guidance to support all managers with the day-to-day management of their teams, which is accessible at all times.
- All people managers to have attended Compassionate Leadership/Leading at KCHFT (linked to Behaviour Framework).
- All managers effectively using the resolution and accountability framework.

#### Year 3

- 360 degree appraisals for all managers.
- Central review of 360 degree appraisals to identify any areas of development/support.
- Annual review of leaders against our organisational values.
- Regular refresh of insight profiles for leaders and team members with sharing of this information with all team members to aid better understanding of each other.
- All aspiring manager to mentor new or entry level staff.



### We will know that we have it right when:

- our staff survey results for the immediate manager theme is top in the country
- concerns raised by colleagues are resolved informally without recourse to formal investigation.

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Theme:

## Our people of the future

### Our ambition

Our workforce plans are forward-focused, agile and linked to service plans and our services are appropriately staffed.



#### Year 1

- Each directorate develops an integrated workforce plan.
- Retention plans developed focused on highest rate of turnover and vacancies.
- Introduce new e-rostering module.
- Develop a programme of secondment opportunities.
- Improve our internal transfer process.
- Continue e recruitment and speed up recruitment processes.
- Promoting careers in schools.
- Annual programme of events to attract our workforce of the future and promotion of KCHFT as a place to work.
- Continue to expand KCHFT bank to cover growth in demand.
- Maximising the functionality of Healthroster analytics.
- Roll out of e-job planning for all clinical staff.

#### Year 2

- Improvements to boarding program in TAPs.
- Three-hour virtual welcome for induction to ensure new starters have a face-to-face welcome.
- All new starters to meet with their organisation development business partner within first month.
- Annual cycle of AD/CSD/director drop-ins with each team within their service.

#### Year 3

- Creation of career trials programme for young people (rotational posts across a number of services to try before you decide).
- Academy expansion continues.
- We have robust workforce planning embedded into organisational processes.



### We will know that we have it right when:

- our vacancy rates in all teams is below five per cent
- our time to hire is below five weeks
- our bank fill rate is 80 per cent
- 20 per cent of our colleagues work from home.



<b>Title of Meeting</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	2.8
<b>Subject:</b>	Staff Survey Results
<b>Presenting Officer:</b>	Louise Norris, Director of Workforce, Organisational Development and Communications

## 1. Introduction

This report provides the Council of Governors with a summary of the key findings of the 2020 national NHS staff survey.

The Trust has been benchmarked against 14 other Community Trusts. The response rate was 62.4%, above the median (57.5%) and an increase of 3.6% from 2019.

## 2. Key Results

All the questions are grouped into 10 themes and in eight; we scored significantly higher than trusts we were benchmarked against. In five of them, we had the top score. These were:

- equality, diversity and inclusion
- health and wellbeing
- immediate managers
- morale
- safety culture

While it's great to be able to compare to other community health trusts, what we really want to see is improvement at KCHFT each year and in four of the 10 themes we have significantly improved since 2019. These were:

- health and wellbeing
- safe environment – bullying and harassment
- safe environment – violence
- safety culture.

This year staff were also asked four classification questions relating to their experience during COVID19.

- Have you worked on a Covid-19 specific ward or area at any time? Yes No
- Have you been redeployed due to the Covid-19 pandemic at any time? Yes No
- Have you been required to work remotely/from home due to the Covid-19 pandemic? Yes No
- Have you been shielding? Yes, for myself Yes, for a member of my household No

These results show that broken down in this way the results were not as favourable as the cumulative scores, although all scored above average.

Compared to last year's results the areas the responses had significantly improved in 4 of the 10 themes:

- Health & Wellbeing
- Safe Environment – Bullying & Harassment
- Safe Environment – Violence
- Safety culture

The report demonstrates that the Trust People Strategy is having an impact.

The Executive have recommended that the areas of focus for 2021 should be:

- Reducing discrimination felt by colleagues via the equality and diversity strategy and action plan
- Further developments on health and well-being including MSK
- Re energising QI
- Quality of care
- Reimagine Team working
- Staff engagement as this underpins all themes

The 2020 NHS Staff Survey Benchmark Report for Kent Community Health NHS Foundation Trust is included under separate cover due to its size.

### **3. Recommendation**

The Council is asked to receive the Staff Survey results for information.

**Louise Norris**

**Director of Workforce, Organisational Development and Communications**





<b>Meeting Title:</b>	Council of Governors
<b>Date of Meeting:</b>	21 April 2021
<b>Agenda Item:</b>	3.1
<b>Subject:</b>	External Auditor Contract Extension
<b>Presenting Officer:</b>	Natalie Davies – Director of Corporate Services

## 1. Purpose

The purpose of this paper is to inform the Council of Governors of its approval of the recommendation to extend the External Auditors contract for a further two years. Council approval was sought and received at the Governor Development Day on 17 March 2021.

## 2. Introduction

Following a tender and evaluation process undertaken in January 2018, the Council of Governors approved the appointment of Grant Thornton LLP as the External Auditors of Kent Community Health NHS Foundation Trust. The appointment was for a period of 3 years, commencing on 1 April 2018 with the option to extend for a further 2 year period. The expiry of the initial 3 year contract period was on 31 March 2021.

The Trust recommended to the Council of Governors that the contract should be extended for a further two years for the following reasons:

- Existing efficient and effective working relationships in place between the Trust and External Auditors.
- Incumbent External Audit firm has experience and sufficient knowledge of the Trust's business.
- Grant Thornton LLP is the current external auditor for the majority of Kent and Medway System Partners allowing a joined up system approach to audit.
- Notable changes in the current audit market which would impact a cost effective re-procurement of external audit services at this stage e.g.;
  - Audit Firms' experiencing capacity constraints.
  - Audit Firms' having a reduced appetite for public sector and NHS work.
  - NHS organisations are finding reduced competition and increasing audit fees.
- Allow time to explore future joint procurement of external audit services with Kent and Medway System Partners bringing efficiencies and savings.

### 3. Conclusion

At the Governor Development Day on 17 March 2021, the Council of Governors approved the recommendation to extend the External Auditors contract for a further two years, commencing 1 April 2021 and ending on 31 March 2023.

The Council of Governors is asked to note this report.

**Natalie Davies**  
**Corporate Services Director**  
**April 2021**