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Workforce Development Service

KCC's Draft Specification for Older People's Residential Services is now out for Consultation you can find it on our website or we can email you a copy. Send us your views and comments to [admin@kcta.org.uk](mailto:admin@kcta.org.uk)

# Kent Care Training Association

## And we are off .....

Despite the delay in signing off the contract we were delighted to be able to launch the new Workforce Development Service on 28th January. If you haven't visited the website yet make sure you do on [www.kcta.org.uk](http://www.kcta.org.uk). The launch event was heavily oversubscribed so we had to have a second event on 7th February. In total over 150 attended and we had a great morning...despite the 8am start!!

Kent County Council used the opportunity of meeting Managers to start their consultation on the tender re-let which stimulated some interesting debate. We have more information on page 2.

The Workforce Development Service is an exciting new opportunity for the care sector in Kent, to access learning and development requirements, resources and the latest policy development and peer to peer support all from one site. We have a list of endorsed trainers which will give providers confidence that the trainers meet minimum criteria.

If you are a Manager join our Managers Network, this gives you access to an exclusive section of our website where you can access legal advice, and receive a discount on Managers events. The next **Managers' Breakfast event is on 8th April**, which will focus on **Employment Law** and is supported by our partners EMW.



Safeguarding continues to create tension in the implementation processes followed up and down the country. To hear KCC's methodology going

forward, book on to our **Managers Breakfast on 7th May** where we explore **Safeguarding post the Care Bill**; supported by Barclays Bank. It's not too late to book, 50% off if you have registered on the Managers Network.

Editorial from Nadra Ahmed OBE DL



## Trainer-led Training vv. e-Learning? by Barry Andrews - Associate Trainer (KCTA)

I read somewhere that "Technology has revolutionised business; now it must revolutionise learning". The article containing that statement then went on to say that e-learning supplies the workforce with an up-to-date and cost effective programme that yields motivated, skilled and loyal knowledgeable workers! That may be fine for corporate organisations, but I strongly believe it does not fulfil its intended role within the Care Industry.

Time and again Care Managers are in need of a course which helps Carers improve their knowledge and their potential performance, but, if they take the e-learning route, they end up with something that just gives the Carer extracts of information, a tick-box questionnaire and no way of actually asking questions, discussing a point of interest or concern, or even knowing which questions they ticked incorrectly.

Before comparing on-line e-learning with trainer-led training, one should consider that most Carers have different learning styles. Two employees might well work for the same organisation, but one might learn much better through trainer-led training, because they have a total fear or mental block of using technology, whilst the other might prefer the somewhat more relaxed "watch the screen" approach. An e-learning course can ask an employee to choose the best outcome for a scenario and offer suggested feedbacks for the outcome, selected by the employee.

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However, a professional trainer can lead a discussion amongst course participants, highlight particular issues and give factual examples, enhancing the Carers existing knowledge and experience. I well remember meeting a Carer three years after she had attended an Adult Protection Course I had run, and she had remembered that I told the participants an example of an abuse which had actually happened, and that, seeing similar indicators on one of her residents, it had caused her to raise an alarm in her own care home - an e-learning programme couldn't do that. There are, of course, several aspects to consider when choosing the right type of training for your staff. The most relevant these days is affordability, but you cannot generalise that e-learning is always or necessarily more affordable than trainer-led training. The next issue is flexibility - do you need to sit your Carers in front of a screen one by one to take an e-learning course, or would it be far more beneficial and cost effective to train a group or team together in one place at the same time? Teams may also learn better with trainer-led training, because they can share ideas, work in groups, and debate with their peers. It's also useful for bonding, team building and team problem solving. All of these mean that trainer-led training can have greater long-term benefits than online training or e-learning. Kent Care Training Associates (KCTA), following its recent re-launch, have a wide variety of courses available across the county, and still offer the facility for trainers to visit your particular home and run a course for a group of staff. Visit the web site under the training heading and book places on any of the courses advertised or contact the office (01634 727795) to book a trainer to run a specific course for your particular home .

### Older Persons Residential and Nursing Contract Re-let Ben Gladstone Commissioning Manager KCC

Kent County Council (KCC) is currently preparing to re-let its residential contracts for Older Persons. The existing contracts were last let between 2002 and 2004 and no longer reflect the needs of the service users, market or council. Currently KCC operates a Framework contract but this will be updated to a Dynamic Purchasing System in order to help to modernise our service approach.

KCC intends to undertake a collaborative approach to this process and aims to provide support, guidance and information to all providers to help prepare them for the tender process.

A vital part of this process is a robust and applicable Cost Model for Kent providers. The **Cost Model** is in the final stages of development and has been pulled together referencing a number of existing tools including cost models from other local authorities, CFC, Laing and Buisson and the Association for Directors of Adult Social Services.

The Cost Model process is to determine the costs of the whole home regardless of how many people are funded by

KCC or how many you would want to be funded by KCC. This work is incredibly important for us to analyse true costs of residential and nursing care services and to make sure that the Pricing part of the tender process reflects the prices that you can operate at.

The information will also be used for KCC to plan appropriately for the Care Bill and to allow KCC to respond to the Government on the financial impact of the Bill making sure the correct allocation is made so that people coming through the system are not disadvantaged due to increasing pressure to reduce budgets as a result.

KCC will analyse the running costs of care homes and compare organisations against like providers to identify a **'fair cost of care'** in a determined locality, likely to be the same area boundary as the Clinical Commissioning Groups (CCGs). These prices are needed to identify the guide price and subsequently calculate any top up from the family.

KCC will be introducing appropriate performance indicators which providers will be required to complete. These, again, will be analysed against similar sized organisations and benchmark quality information will be determined and published.

When an individual is identified as requiring a care home placement, they will be asked which area they want to live. KCC will inform the care homes within that catchment area and the care homes will be invited to respond if they have a vacancy and can meet their needs. The responses will include the price in which the home can provide services to meet the individual's needs.

Providers who are interested in participating in this process please visit <https://www.kentbusinessportal.org.uk/>. The event is called "Consultation Information for Re-Let of the Provision of Older People Residential & Nursing Care Contract: KENT-9GRH4Y".

**Dates of future events can be found on [www.kcta.org.uk](http://www.kcta.org.uk) join the Managers Network where Ben has a forum that you can pose your questions.**

### DBS – Disclosure and Barring Service

KCTA Disclosure Service provides an efficient and personal service to help you comply with your safeguarding obligations. Registration with us is a simple process. For further information please contact [disclosure@kcta.org.uk](mailto:disclosure@kcta.org.uk) or call us on 01634 727795



# The First Kent Training Needs Analysis



**Workforce Development Service**

We have been asked by Kent County Council to undertake a Training Needs Analysis to ensure care providers are able to access the right training for their staff, at the right time in the right place. We want to use this analysis to influence the volume of publicly funded training within Kent, to ensure care providers access training at the right price.

We hope you will help us by completing this Training Needs Analysis, it will only take a few moments of your time but will be invaluable in helping us to influence the training available to you.

Please use the grid below to tell us how many of your staff will need each area of training in the next 12 months, in which area of Kent.

	Ashford	Canterbury	Dartford	Folkestone	Herne Bay	Maidstone	Margate	Tonbridge/ Tunbridge	Whitstable	Sheerness/ Sheppey
Adult Protection Safeguarding										
Care Home Medication										
Domiciliary Medication										
Challenging Behaviour										
Dementia Care										
First Aid										
Food Hygiene										
Health and Safety										
Infection Control										
End of Life										
Mental Capacity										
Moving and Handling										
Nutrition in Older People										
Risk Assessment										
Stroke Awareness										

*In partnership with*







## Working in Partnership – Shaping the Future of Care Together

### Ann Taylor, Director and Chair of KMCA

The Kent and Medway Care Alliance (KMCA) is a registered Social Enterprise and Community Interest Company established in April 2007, sponsored until 2010 by Kent and Medway Councils. The KMCA was formed with an overall aim of supporting the principles of self-directed care by working in partnership with service commissioners, service providers, service users and carers. Since 2010, the KMCA has been self financing and governed by a Board of Directors, two of who are registered as the CIC Directors.

#### The KMCA Mission Statement

KMCA's purpose is to facilitate transformational change in adult health and social services across Kent and Medway, by informing and promoting innovation and improvement in the quality of care and support services. The KMCA acts on behalf of all service providers, users and carers, particularly to small service providers and personal assistants. Working in partnership with Kent and Medway Local Authority Social Services, Kent and Medway NHS and Skills for Care the KMCA is committed to:

- Ensuring good governance and strong partnerships between independent private and voluntary sector provider organisations.
- Aligning service organisations to focus on service users, their carers, and citizens as co-producers/directors of their own health and social care.
- Promoting the adoption of relationship based practices.
- Growing a cohesive, motivated and supported workforce
- Advocating social justice for vulnerable groups and individuals
- Developing services that will efficiently deliver the best possible care, the reduction of unnecessary admissions and minimising the length of stay in hospitals.

#### KMCA Objectives and Work Plan

In 2013, KCC awarded an infrastructure grant to support KMCA in its objective of enabling independent sector SMEs providing adult care services in Kent to be sustainable in a transformed social care market. As the public authorities will be commissioning services from prime contractors, so SMEs will need to demonstrate that they are focused on and can achieve the out-

comes that will be required and determined by commissioners, prime contractors, families and individual service users. These outcome based services and products will need to be not only safe and compliant with regulations, but also financially viable, capable of attracting investment, responsive and adaptable to changing market conditions and customer needs, and personalised.



#### KMCA - Looking to the Future

In anticipation of this step change, the KMCA, and Kent based trade associations (KCHA and KCCA) are working together to identify the viability of forming a new organisation that can represent independent and voluntary service providers within this emergent and challenging operating environment.

- The objectives of this proposed new alliance are:
- To create a single voice for independent and voluntary service providers in Kent.
- To build the capacity and influence of SME providers during sector transformation and for the future.
- To have the capability to pro-actively set the direction and respond to opportunities for service contracting, provision, improvement and development.

The value of such an organisation in Kent would be in their collective expertise and local knowledge of the sector and the development and use of a web based Information Management System through which new services and products can be developed and made available.

In order to progress this work, the Chairs and Board members of the KMCA, KCCA and KCHA have established a Transition Board that will pilot a number of programmes in parallel to the present work plan of the KMCA. It is anticipated that this work will commence in July 2014, following the current round of re-tendering of KCC contracts.





**Guidance to change the shift patterns or hours**

**Allison Grant, Principal at EMW**



A business needing to change shift patterns or hours is a popular query raised by care home providers and managers. To change shift patterns or hours this is a contractual matter as you are seeking to vary the terms of the employee(s) contract. How you go about this depends on whether or not the employee(s) contract provides a contractual right to make the change and also the number affected by the change.

**1. Contractual right to vary:**

Shift patterns or hours can be varied if the employment contract contains a contractual right to do so, namely a written clause permitting this.

The employment contract should be reviewed to ascertain whether there is a contractual right to vary the shift patterns or hours. If there is then it is not technically a variation to the contract. In such circumstances, and subject to the extent of the change, the process is to write to the employee(s) setting out that you intend to alter the shift pattern or hours and provide the employee(s) with notice/advance warning of this.

If the change is materially different from the employee(s) present shift pattern or hours, care home providers should in any event consult with the employee(s) and so follow the consultation process detailed below.

**2. No contractual right to vary:**

If there is no contractual right to vary the shift patterns or hours in the contract you will need to follow a path of consultation. Anything short of this and your actions are likely to amount to a breach of contract and may present the employee(s) with the right to resign and claim a constructive unfair dismissal.

In the first instance, you should seek to obtain

the employee(s) consent to the change on an informal basis. This can be achieved by presenting the proposed change to the employee(s), setting out the rationale for the proposed change and the time scale. Following this, you would then write to the employee(s) confirming the contents of the presentation and asking for their consent. The letter would also provide a deadline for acceptance of the proposed change and invite the employee(s) to request a meeting with you if they have any questions.

If the employee(s) either fail to accept the change or refuse to accept the proposed shift or hours change, you will then need to move to formally consult with the employee(s) in order to attempt to achieve agreement. The consultation process will essentially consist of a series of meetings with the employee(s) where you try to obtain their agreement to the proposed shift or hours change.

If you need to follow the consultation process this should last for a minimum of 30 days if necessary to try and secure agreement. In the absence of agreement to the change, the employee(s) will need to be warned that, if agreement cannot be reached at the end of the process, it is open to you (the employer) to serve notice (lawfully) under the existing contract, which will be followed immediately by an offer of re-engagement under the new terms. You should stress that this would be a last resort and it is hoped that voluntary agreement to the changes can be obtained.

Remember if 20 or more employees are likely to be affected there is a legal obligation to collectively consult, and specific rules apply.

**If in doubt please contact KCTA's legal eagle, Allison Grant on the KCTA website in the Managers Network at [www.kcta.org.uk](http://www.kcta.org.uk)**



Visit [www.kcta.org.uk](http://www.kcta.org.uk)

## The Registered Managers Programme – helping you to be the very best

### Terri Myers, Membership and Engagement Manager

I can't believe that it is a year on from the launch of the Registered Managers Support Programme! From a small pre-launch cohort of about 50 managers, we now have well over 1,200 with more signing up on an almost daily basis.

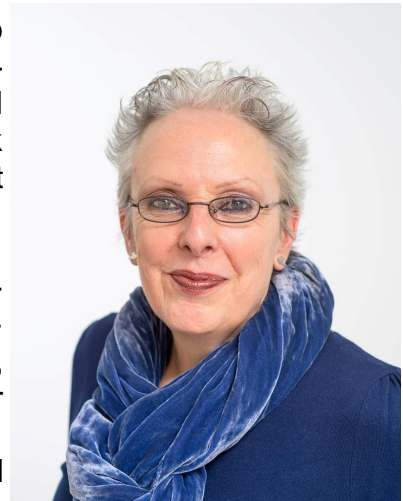
The Programme was designed to address the lack of informal support that many RMs face in their daily work. We did the research (Everyday Excellence) and structured the support programme to reflect the issues that managers said they faced. One of the things that was clear from the beginning was how many managers felt isolated in their roles. Many had been promoted internally and suddenly found themselves as the fulcrum point between staff management/care delivery and the business side of providing care in these challenging times. Not easy for anyone, but it is clear from anecdotal feedback, that there is not much practice of professional networking in social care for leaders at this level. And let's be absolutely clear, the role of a Registered Manager encompasses a leadership element, which many may find burdensome, mostly due to a real (or perceived) sense of isolation.

This is one of the issues that the programme was designed to address. Professional networking is not a luxury but something that should support one's own practice. In our sector, which delivers, at its best, the most basic of human requirements, care, kindness and dignity which improves the quality of life for so many people, the chance to meet colleagues and exchange ideas, information, and good practice are crucial. Meeting with a group of peers, who understand the pressures and competing priorities, is something not to be disregarded. It offers the opportunity to keep up to date

with developments, to discuss and find solutions to problems and to provide a framework of professional support and discovery.

The Registered Managers Support Programme delivers this, and more. We offer network meetings, events, a notice board and discussion area on the website and a LinkedIn group as a place for managers to contact each other in a professional environment. Is this all new? No! But it is designed to be available all in one place and relevant to the Registered Manager role. The Helpline is confidential and offers peer support, HR and legal advice.

Our role is to support the role of the Registered Manager to be the very best they can - for themselves, for their employer but most of all for the service user and their friends and family. I am looking forward to the next year....



#### In-House Training



KCTA have been delivering in-house training for providers in the county for over 10 years. This is a great alternative to sending staff on course if you have over 8 staff who need training in a particular subject it can be very cost effective. Our trainers can also tailor training to focus on specifics within your setting whilst ensuring they meet the legislative framework of the training. All courses on the portal can be delivered in house. For further information contact [enquiries@kcta.org.uk](mailto:enquiries@kcta.org.uk) or call us on 01634 727795

Join KCTA Manager Network at [www.kcta.org.uk](http://www.kcta.org.uk)

**KCTA Services Office: Suite 1 Christchurch House, Beaufort Court, Sir Thomas Longley Road, Medway City Estate, Rochester, Kent, ME2 4FX**  
**Phone Number: 01634 735558**  
**E-mail: [admin@kcta.org.uk](mailto:admin@kcta.org.uk)**

# Calendar Dates

**If you book 3 places on any one course - get a fourth place at half price!**

## Adult Protection

1st April Folkestone 9:30 £35

15th April Maidstone 9:30 £35

16th May Ashford 1:30 £35

16th June Folkestone 9:30 £35

## Moving and Handling

1st April Folkestone 1:30 £35

7th April Maidstone 9:30 £35

10th April Folkestone 9:30 £35

16th June Folkestone 1:30 £35

17th June Canterbury 1:30 £35

18th June Maidstone 9:30 £35

26th June Folkestone 9:30 £35

## Health and Safety

7th April Maidstone 1:30 £35

17th April Greenhithe 1:30 £35

23rd April Canterbury 9:30 £35

12th May Folkestone 1:30 £35

29th May Folkestone 1:30 £35

6th June Sheerness 1:30 £35

18th June Maidstone 1:30 £35

29th May Folkestone 1:30 £35

7th July Greenhithe 1:30 £35

9th July Canterbury 9:30 £35

## Food Hygiene

8th April Margate 1:30 £35

17th April Greenhithe 9:30 £35

23rd April Canterbury 1:30 £35

12th May Folkestone 9:30 £35

29th May Folkestone 9:30 £35

6th June Sheerness 9:30 £35

7th July Greenhithe 9:30 £35

9th July Canterbury 1:30 £35

## Medication

9th April Ashford 9:30 £50

24th April Folkestone 9:30 £50

30th May Maidstone 9:30 £50

12th June Greenhithe 9:30 £50

11th July Folkestone 9:30 £50

## Fire Prevention

14th April Ashford 9:30 £35

28th April Folkestone 9:30 £35

6th May Maidstone 1:30 £35

14th May Greenhithe 1:30 £35

9th June Folkestone 9:30 £35

17th June Canterbury 9:30 £35

1st July Ashford 9:30 £35

14th July Folkestone 9:30 £35

## First Aid

22nd April Sheerness 9:30 £50

29th April Folkestone 9:30 £50

8th May Canterbury 9:30 £50

22nd May Greenhithe 9:30 £50

## Risk Assessment

30th April Folkestone 9:30 £35

16th May Ashford 9:30 £35

17th July Folkestone 9:30 £35

## Managers Events

KCTA Employment Law Seminar with EMW 8th April Maidstone 8:30

KCTA Breakfast Seminar for Managers with Barclays 7th May Chatham 8:30

KMCA Getting the Workforce Right, 16th September Maidstone 10:00 \*

KCTA Breakfast Seminar for Managers with EMW 23rd September Maidstone 8:30

More information on the above dates can be found at [www.kcta.org.uk](http://www.kcta.org.uk) or tel: 01634 735558

\* information on this event at [www.kmca.org.uk](http://www.kmca.org.uk)



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