

**Minutes of the Investment and Workforce Committee**  
**Held on 12th July 2011 14:00 – 16:00**  
**In AD77, Maple House, East Surrey Hospital, Redhill**

<b>Present</b>	Richard Durban	RD	Non-Executive Director (Chair)
	John Power	JP	Non-Executive Director
	Michael Wilson	MW	Chief Executive
	Joe Chadwick-Bell	JCB	Director of Strategy and Transformation
	Ian Mackenzie	IM	Director of Information and Facilities
	Paul Simpson	PS	Chief Financial Officer
	Janet Miller	JM	Deputy Director of Workforce
<b>Apologies</b>	Yvonne Parker	YP	Director of Workforce
	Edward Cooke	EC	Non-Executive Director
<b>In attendance</b>	Julie Wells	JW	Head of Financial Planning (Minutes)

<b>1</b>	<p><b>WELCOME AND APOLOGIES FOR ABSENCE</b></p> <p>Apologies for the meeting were received and noted. Janet Miller attended the meeting in place of Yvonne Parker.</p>
<b>2</b>	<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>JP requested the wording on page 3 of the minutes of the previous meeting to be re-worded to :</p> <p>JP suggested that as appraisals within the NHS are not linked to pay/promotion, staff may think “why do them?” YP responded that it was possible for the Trust to link performance to spinepoints in Agenda for Change.</p> <p>The rest of the minutes were accepted as an accurate record.</p> <p>Actions from the last meeting were reviewed.</p> <p><b><u>Actions discussed and carried forward :</u></b></p> <p><b><u>Action 1</u></b> : . The SHA HR Monitoring tool to be brought to a future Committee meeting, when available and received. JM circulated a summary of the Monitoring tool, which is being sponsored and purchased by the SHA on behalf of providers. This tool will be useful to SaSH for scenario planning. <b>JM/YP to update the Committee at the November meeting.</b></p> <p><b><u>Action 4</u></b> : To circulate the Appraisal form, for information. Appraisal form circulated. <b>JP to speak to JM regarding specific queries.</b></p> <p><b><u>Action 6</u></b> : To update the Committee at the September meeting on appraisal achievement within the Trust. <b>JW to ensure on September meeting Agenda.</b></p> <p><b><u>Action 7</u></b> : To bring finalised Recruitment and Retention Strategy to the next</p>

Committee meeting. JM updated the committee that the Strategy went to the Management Board on 8<sup>th</sup> June and no comments have been received. HR are now working on the Implementation plan including policies and procedures which will deliver the Strategy. RD highlighted that analysis on how many, what type and what timeframe was not included in the detailed document. JM stated that the scenario planning from the SHA Monitoring Tool will help, with JCB confirming that numbers will come in the Workforce Strategy and Workforce Plan. **No action c/fwd.**

**Action 8** : Finance and HR to put together a schedule of training income and expenditure. **Work-in-progress. To come to next committee meeting (YP/JW).**

**Action 9** : To draw the bids for training together under broad headings and in priority order e.g statutory and mandatory training, professional development and management and leadership. Final Training Plan to be presented at the next Committee meeting. **HR collating plans. Final training plan to come to next committee meeting.**

**Action 11** : To ensure monthly Committee meetings are set up from September 2011 to March 2012. JW circulated dates at meeting. Dates for the rest of 2011/12 confirmed as :

7th September 2011	2pm - 4pm	AD77
5th October 2011	1pm - 3pm	AD65
3rd November 2011	3pm - 5pm	PGEC Room 3
30th November 2011	2pm - 4pm	AD77
4th January 2012	2pm - 4pm	AD77
1st February 2012	2pm - 4pm	AD77
7th March 2012	2pm - 4pm	AD77

The other actions were all noted as completed.

<p><b>3</b></p>	<p><b>WORKFORCE UPDATE</b></p> <p><u>Workforce Plan</u> RD commented that the workforce plan gives a good overview and requested that it remains a live model.</p> <p>JM highlighted that Workforce Planning, Development and the Recruitment and Retention Strategy feed the Workforce Strategy. JM confirmed that producing the Workforce Strategy is a HR priority.</p> <p>RD confirmed that the Workforce Plan is to come to every meeting, and requested the date to be added to the document. JCB also requested a RAG status to be added.</p> <p><b><u>Action 1</u> : Workforce Plan to be come to every committee meeting, and to be maintained as a live model. RAG status and date to be added.</b></p> <p><u>Recruitment and Retention Strategy</u> This had already been discussed under Action 7 c/fwd above.</p> <p>JM highlighted that the Strategy is a generic statement of intent and plans underpinning it will need to flex and be responsive to change.</p> <p>All agreed Retention is very important.</p>
<p><b>4</b></p>	<p><b>BUSINESS PLANNING</b></p> <p><u>Walkthrough the timetable</u> JCB highlighted that SaSH will be doing Business Planning differently this year, and will be looking at what is happening in the wider world, the capacity available etc.</p> <p>JCB confirmed a timeline had now been added on page 4 of the Business Planning paper, together with Board and Committee papers added into the timetable on page 5.</p> <p>IM highlighted there were different dates for the Estates Strategy on the timetable in the Business Planning paper compared to the Committee Planner issued.</p> <p><b><u>Action 2</u> : IM and JCB to confirm date of Estates Strategy.</b></p> <p>JP asked about Private income (as per Page 3 of the Business Planning paper). PS stated that there is no control or financial limit on the amount of Private Patient work a non-FT Trust can do, and that the FT cap is being abolished. PS confirmed there is a Trust Private Patient Policy which is up-to-date, and which clearly states that private work should not disadvantage NHS Patients. At present SaSH does about £200k of private work per annum.</p> <p>JCB stated that SaSH need to plan on what we know at the moment and to flex it once we know more.</p>

RD stated that progress made over the next 4-6 weeks on the Trust Modelling may add/alter the September actions in the timetable. JCB confirmed the timetable will be updated accordingly.

All agreed it was a good, well planned out timetable.

JCB confirmed the Board and Committee Planner is for Secretariats to be able to plan committee meetings and requested any comments be fed back to Larisa Wallis.

**Action 3 : All to feedback any comments on the Board/Committee Planner to Larisa Wallis.**

Better, Safer, Closer Update

JCB talked through the paper issued with the Agenda. JCB confirmed the Unscheduled Care Business Case has been signed off by NHS Surrey and NHS West Sussex.

JCB highlighted SaSH have agreed to implement the 13 Ambulatory Care Pathways, with each being developed by the end of August.

Scheduled Care – JCB confirmed SaSH are actively engaging with the PCTs. There is a monthly meeting, and the current focus is on MSK, Ophthalmology, Dermatology and Gynaecology.

NHS Future Forum and Government Response

PS stated that there has been no SHA briefing, and there is no clear view on the changes to the Health Bill. PS added that Any Qualified Provider, Competition on quality not price and the FT timetable will be the main impacts on SaSH.

MW stated that there is no clear implementation plan and added that 97% of the country is now covered by GP Pathfinders.

**5 WORKING CAPITAL AND CASH STRATEGY**

PS apologised for the Strategy not being completed and talked through the working draft.

PS stated that it is a Management Strategy document to describe the framework in which the Trust manages its cash. PS confirmed there will be an action plan at the end, with points for the Committee to monitor.

PS confirmed cash is, and will continue to be, discussed at each Trust Board meeting.

JP highlighted point 2 of the specific points to note – achieving a balanced cash position by keeping a substantial value of backlog creditors. PS confirmed the Trust prioritises non-nhs payments, and the Trust does try to pay non-nhs invoices on time (within 30 days). The Better Practice Payment Code measures the ability to pay invoices on time, though the Trust is not achieving the 95% target. This is partly due to

the delay caused by manager sign-off of invoices in the SBS system.

PS advised the Trust maintains cashflow on a daily basis.

PS confirmed there are no issues in the Trust's cash management, and the Trust has received substantial assurance from internal audit for the last 3 years.

**Action 4 : PS to bring completed Cash and Working Capital Management Strategy to the next Committee Meeting.**

**Action 5 : RD to get EC's view on the Cash Strategy so far.**

## 6 CAPITAL PROGRAMME AND ESTATES

### Unscheduled Care (ED) Project

IM highlighted this is a significant piece of work, where the phasing of the project is key as the Trust has got to keep ED running at the same time. Phase 1 and 2 are to be completed before Christmas.

Phase 1 : IM confirmed that tender went out 11/7/11 and the intention is to award the contract and get contractors on site before the end of August. Phase 1 is approx. £150k. This will be before the FBC is completed. To do a FBC would delay this until December.

Phase 2 would be tendered at the end of August, with the contractors being on site beginning of October.

The Committee delegated authority to MW to sign off Phase 1 and Phase 2 contracts.

IM confirmed all other phase will in the FBC, which will come to the Committee for sign-off as soon as possible (most likely, October meeting).

MW confirmed he is requesting help from the SHA regarding Business Cases and tenders.

### Modular Ward and additional beds

The Committee discussed the new 2 storey (40 bedded) modular ward which should be in place by the end of November 2011, together with an additional 12 beds on Hazelwood ward and 8 Day Surgery Unit trolleys in the Old Redwood Kitchen area.

An update will be given at the Trust Board meeting next week on the financial impact of these additional beds.

### West Entrance

IM confirmed the architect has been appointed and presented the draft plans to the Committee.

	<p>The Committee <u>approved that IM can start speaking to the Council regarding Planning permission.</u></p> <p><b>Action 6 : West Entrance OBC to come to the September meeting for approval.</b></p> <p><u>Endoscopy</u> – RD raised concern regarding additional capital required for equipment, per stated in the Capital Report. IM confirmed it should fall within the contingency set aside for the project.</p>
7	<p><b>ANY OTHER BUSINESS</b></p> <p>IM gave an update on the Golf Club. The lease expires Oct 2012. MW and IM have met with the current owner. Early discussions around future use have taken place.</p> <p>MW updated the Committee on the Patient Information Centre, which Macmillan will be funding. Macmillan will do the feasibility study this year, and build next year. Macmillan will fund the build and staffing costs. This will provide a much better service to Cancer patients and should be up and running by the end of 2012.</p>
8	<p><b>Date of next meeting</b></p> <p>Next meeting is set for 7th September 2011 2pm-4pm, Maple House, Room AD77.</p> <p><b>Any papers and apologies to <a href="mailto:julie.wells@sash.nhs.uk">julie.wells@sash.nhs.uk</a></b></p>

**Action Log : Meeting 01/06/11 c/fwd**

<b>Action :</b>	<b>By :</b>
<b>Action 1</b> : . The SHA HR Monitoring tool to be brought to a future Committee meeting, when available and received. <b>JM/YP to update the Committee at the November meeting</b>	Yvonne Parker
<b>Action 4</b> : To circulate the Appraisal form, for information. Appraisal form circulated. <b>JP to speak to JM regarding specific queries</b>	John Power
<b>Action 6</b> : To update the Committee at the September meeting on appraisal achievement within the Trust. <b>JW to ensure on September meeting Agenda.</b>	Julie Wells Yvonne Parker
<b>Action 8</b> : Finance and HR to put together a schedule of training income and expenditure. <b>Work-in-progress. To come to next committee meeting (YP/JW).</b>	Julie Wells Yvonne Parker
<b>Action 9</b> : To draw the bids for training together under broad headings and in priority order e.g statutory and mandatory training, professional development and management and leadership. <b>Final training plan to come to next committee meeting.</b>	Yvonne Parker
<b><u>Action Log : Meeting 12/07/11</u></b>	
<b>Action 1</b> : Workforce Plan to be come to every committee meeting, and to be maintained as a live model. RAG status and date to be added.	Yvonne Parker

<b>Action 2</b> : IM and JCB to confirm date of Estates Strategy.	Joe Chadwick-Bell
<b>Action 3</b> : All to feedback any comments on the Board/Committee Planner to Larisa Wallis.	All
<b>Action 4</b> : PS to bring completed Cash and Working Capital Management Strategy to the next Committee Meeting (September).	Paul Simpson
<b>Action 5</b> : RD to get EC's view on the Cash Strategy so far.	Richard Durbin
<b>Action 6</b> : West Entrance OBC to come to the September meeting for approval.	Ian MacKenzie