

Minutes of the Investment and Workforce Committee
Held on 7th September 2011 14:00 – 16:00
In AD80, Maple House, East Surrey Hospital, Redhill

Present	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
Apologies	Yvonne Parker	YP	Director of Workforce
	Edward Cooke	EC	Non-Executive Director
In attendance	Julie Wells	JW	Head of Financial Planning (Minutes)

1	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>Apologies for the meeting were received and noted. Janet Miller attended the meeting in place of Yvonne Parker, and left the meeting after the workforce section of the agenda.</p>
2	<p>MINUTES OF THE PREVIOUS MEETING</p> <p>Minutes of the 12th July 2011 meeting were noted as accurate, with Janet Miller confirming that she just attended the meeting for the workforce part of the agenda.</p> <p>Minutes of the Extra-ordinary meeting on the 10th August 2011 were also noted as an accurate record.</p> <p>Actions from the previous meetings were reviewed and all noted as completed, or will be discussed as an Agenda item in today's meeting, with the exception of :</p> <p><u>Action 2 c/fwd</u> : IM and JCB to confirm date of Estates Strategy. <i>Still to be confirmed.</i></p>
3	<p>WORKFORCE</p> <p><u>Workforce Plan</u> The Latest version of the Workforce Plan was circulated.</p> <p>The Committee had previously requested for the Workforce Plan to be RAG rated. RD told the Committee that he has spoken with YP prior to the meeting, who has suggested that the SaSH Workforce Planning Assurance Return to the SHA is a better way to give the Committee assurance, and covers the same items as the current Workforce Plan.</p>

Action 1 : RD to review the Workforce Planning Assurance Return to the SHA and see if it meets the Committee's needs.

Appraisals Update

JM updated the Committee that a lot of work has been done with Divisions and capturing the data. JM reported that the Trust is currently at 49% appraisal achievement.

Action 2 : YP to confirm the definition of appraisal achievement and what the 49% represents e.g. 49% have had appraisals in the last 12 months? Or 49% of the people who should have been appraised have been appraised?

RD concluded that good progress had been made on appraisals. RD suggested 2 developments for the 2012/13 financial year. Firstly whether appraisals could be carried out for all staff at a set point in time i.e. at the beginning of the financial year, once Trust Objectives have been set. This would allow effective target setting. JCB felt this was unlikely to be achievable for all staff, particularly within clinical areas, as the volume of staff requiring appraisals made it necessary to carry them out across the year so service provision was not affected. However it might be practical for management grades. Secondly, to revisit the issue of linking reward to performance.

Action 3 : YP to report back on the practicality of the suggestions to a future Committee meeting.

2011/12 Training Plan

JP requested that where papers have been previously tabled and since updated, could the amendments be highlighted so it is easy to see the updates. All agreed.

JP commented that Appendix C listing the services that participated in the Training Needs Exercise was the same as the last version tabled, and was expecting more wards to have participated in this exercise by the timing of this version of the Training Plan. JP stated that it should not be optional to respond. RD agreed though felt there was plenty of other input in the Plan.

PS highlighted that the Plan misses out Medical Devices training, which is a significant risk to the Trust and should be treated as mandatory. PS confirmed that Obi Maduako-Ezeanyika has set up an action plan and it needs to be included in the Plan.

Action 4 : YP to confirm with Obi Maduako-Ezeanyika that there is a programme in place to give assurance that Medical Devices training is in place. YP to update Training Plan to include Medical Devices training.

JP commented that the Training Plan has a mix of wide generics and then narrow items (which look rather similar).

JM reported that Obi Maduako-Ezeanyika reports on statutory and mandatory training, and confirmed that information of who attended the courses, or courses attended by individual, is available.

RD commented that the Plan is a good step forward, though the document is too detailed and suggested it could have a sharper focus for next year.

RD summarised his understanding of the plan –with the 4 drivers being National, SaSH (local), Survey and Statutory and Mandatory, and the resources to deliver training including in-house teams for statutory and mandatory training, departmental budgets, SHA allocation and bursaries.

RD suggested next years Plan still needs greater visibility around the money, the resources available (e.g. how many people are dedicated to training etc) and the time allocated for people to attend training, together with sharper prioritisation.

MW asked what the process was for Departmental spend; how this was linked to organisational needs; and what controls were in place?

Action 5 : JM/YP to speak with Obi Maduako-Ezeanyika and confirm these points around training funded from within Divisional budgets.

PS commented on the introduction of web-based training and the need to include it in the Plan.

Action 6 : YP to ensure the Training Plan is updated with Web-based training.

4 BUSINESS PLANNING

Update on Business Planning Cycle

JCB circulated an updated paper on 'Business Planning 2012/13 – Process Outline'.

JCB confirmed the process starts now and will involve working with Divisions on capacity, activity, priorities and challenges, as well as Finance and Contracting. A detailed action plan is included in the paper tabled.

JCB highlighted that at the October Board Seminar, the Board will review the BAF and next years priorities. Draft Trust Objectives will be signed off by the Committee at the 3rd November 2011 meeting (and by the Board on 24th November 2011).

JCB also confirmed that a Business Planning Group (chaired by JCB) is being set up, which will meet on a weekly basis. The PMO will monitor the action plan. Regular feedback will be given to TDG and the Execs, and a brief written update to each Committee meeting.

JCB highlighted that the action plan may need reviewing over time as this is a new process for the 2012/13 business planning round.

PS commended the new process, as historically it has been very finance and contracting focused. PS confirmed the new process is a considerable step forward by the Trust and better integrates with the direction that the Trust is going in.

RD asked whether the Trust has the capability and capacity to achieve the action plan? JCB answered that any gaps will be identified over time, and confirmed Ben Emly, Head of Transformation, will also be supporting the process.

PS confirmed that CCGs will be involved in the commissioning round. PS reported that PCT's have already got project plans in place, which they have communicated with the Trust and highlighted this is 5 months earlier than last year!

MW gave a brief overview of the PwC piece of work being carried out for Sussex – it is looking at the overall service provision model and includes SaSH's Surrey coverage.

Tri-Partite Formal Agreement (TFA)

RD asked how the Business Planning timetable links to the TFA timetable? JCB confirmed the Business Planning timetable is ahead of and will feed the TFA submissions. RD confirmed that need to ensure actions are done once only and fit both purposes.

MW confirmed that this TFA is an updated version to the one previously signed, and will be signed off by the end of September 2011. MW stated the Trust needed to clearly articulate 3 or 4 options going forward (in generic terms) and these will be linked to the PwC piece of work (previously mentioned).

JP commented on the wording of the 1st bullet point on page 6 – “It will not be possible for SaSH to achieve FT status without joining with a partner(s)” – and asked whether the wording could be softened e.g “It will not be possible for SaSH to achieve FT status without adopting a new organisational form”.

A discussion took place on what the form could be, with MW stating it could involve horizontal or vertical integration.

PS confirmed no TFA has yet been signed for South-East Coast and that SaSH could be the first. This draft TFA is currently with the SHA for comments.

Action 7 : JCB to update the TFA (taking into account JP comment) and to include generic options. Final version (taking into account SHA comments) to go to the Board on the 29th September 2011.

5 CASH AND WORKING CAPITAL MANAGEMENT STRATEGY

PS gave an overview to the ‘SaSH Cash – Cash and Working Capital Management Strategy’. PS informed the Committee that there is Cash Policy advice on the Monitor website, however as the Trust is not in a position to have cash investment opportunities, it is not applicable to SaSH.

PS highlighted that Cash is the single biggest risk on the Board Assurance Framework and the Strategy highlights SaSH's cash management approach to ensure that the Trust does not run out of cash.

PS stated that the Trust has an underlying liquidity problem of minus 28 days. PS confirmed that the Trust Cashflow (and forecast) is reported to the Board on a monthly basis.

RD and JP agreed that the Strategy provides assurance on the governance and process, together with where the Trust is now, and confirmed it was a very helpful document which is essential reading for the other NEDs.

Action 8 : PS to circulate the SaSH Cash Strategy to the other NEDs, for information.

6 CAPITAL PROGRAMME AND ESTATES

RD noted the capital programme in the Month 4 Capital paper is now out-of-date since the development of the Modular Ward, and requested the Committee members receive an updated capital programme taking into account the £2million Modular Ward and reductions in original capital allocations to cover this. PS updated the Committee that West Entrance, ED and Contingency have been reduced to fund the SaSH capital element of the Modular Ward.

Action 9 : IM to bring revised Capital Programme to the Extra-ordinary meeting on 13th September 2011.

IM gave an update on each of the Schemes :

Endoscopy : Proceeding well. Anticipating completion by December 2011. Minor issues have been well managed by the Trust and Contractor. No issues to raise as causes for concern.

Unscheduled Care : IM requested that an extra-ordinary Committee meeting be held w/c 12/09/11 to get Committee signoff of the Unscheduled Care FBC. IM confirmed the delay in the FBC is due to the OBC scope increasing and the budget exceeding monies available. Non-essential elements are being reviewed and culled. IM confirmed that Phase 1 started on site on the 5th September 2011 (6 week project). Tenders are back for Phase 2, with the intention to award the contract week commencing 12/9/11. IM drew attention to the Gantt chart which highlights the rest of the important dates. PS confirmed the purpose of the Gantt chart was to highlight key milestone dates to the SHA and give assurance that the Trust can cope with winter.

Extra-ordinary Committee meeting agreed to be held Tuesday 13th September 2011 at 9am.

Theatres : OBC has been signed off, though detailed work has highlighted ventilation problems within theatres, and more ventilation units required. The FBC is therefore being re-worked to see what can be done within the monies available. IM highlighted this will result in a later start date and noted significant lead times on deliveries (eg lighting – 4 months).

	<p><u>West Entrance</u> : IM confirmed there has been strong interest from retailers, and the FBC is on target to come to the 3rd November 2011 Committee meeting. PS highlighted that the ED project will extend into April for completion, and the Theatres later start date could mean the Trust could bring the Main Entrance project forward.</p> <p><u>Modular Ward</u> : IM confirmed a project manager has been recruited and starts w/c 19/09/11, and will ensure delivery of the project and provide firm leadership to the ADO's.</p> <p>RD asked for confirmation of what Business Cases will be coming to the Committee and when? IM confirmed the Unscheduled Care FBC will come to an Extra-ordinary meeting scheduled for 13th September 2011 and the Theatres and Main Entrance FBC will go to the 3rd November 2011 meeting for approval.</p> <p>Action 10 : Unscheduled Care FBC to be issued Friday 9th September 2011 in advance of the Extra-ordinary meeting.</p>
7	<p>ANY OTHER BUSINESS</p> <p>PS gave a further update on the PwC piece of work being carried out for Sussex, stating the Trust will be involved and that it was not as detailed as the KPMG modeling work. It is an 8 week project, to ascertain what is going on in each Trust within Sussex.</p>
8	<p>Date of next meeting</p> <p>An Extra-ordinary meeting to sign off the Unscheduled Care FBC is set for 13th September at 9am, Maple House, Room AD80.</p> <p>Next full meeting is set for 5th October 2011 1pm-3pm, Maple House, Room AD65.</p> <p>Any papers and apologies to julie.wells@sash.nhs.uk</p>

Action Log : Meeting 12/07/11 c/fwd

Action :	By :
Action 2 : To confirm date of Estates Strategy	Joe Chadwick-Bell
Action Log : Meeting 07/09/11	
Action 1 : To review the Workforce Planning Assurance Return to the SHA and see if it meets the Committee's needs.	Richard Durban
Action 2 : To confirm the appraisal achievement definition and what the 49% represents.	Yvonne Parker
Action 3 : To report back to a future Committee meeting on the practicality of carrying out appraisals for all staff at a set point in time, and revisit the issue of linking reward to performance.	Yvonne Parker
Action 4 : To confirm there is a programme in place for Medical devices training. To update Training Plan to include Medical Devices training.	Yvonne Parker

Action 5 : To confirm the process for Departmental training spend; how this is linked to organisational needs; and what controls are in place?	Yvonne Parker
Action 6 : To ensure the Training Plan is updated with Web-based training.	Yvonne Parker
Action 7 : To update the TFA and include generic options.	Joe Chadwick-Bell
Action 8 : To circulate the SaSH Cash Strategy to the other NEDs, for information.	Paul Simpson
Action 9 : Revised Capital Programme to be circulated in advance of the Extra-ordinary Committee meeting on 13 th September 2011.	Ian Mackenzie
Action 10 : Unscheduled Care FBC to be issued Friday 9 th September 2011 in advance of the Extra-ordinary meeting.	Bernie Bluhm