

**Minutes of the Investment and Workforce Committee – Part 1
Held on 1st May 2013 1 – 3pm
In AD77, East Surrey Hospital, Redhill**

Present	Richard Durban	RD	Non-Executive Director (Chair)
	Richard Congdon	RC	Non-Executive Director
	John Power	JP	Non-Executive Director
	Alan Hall	AH	Non-Executive Director
	Paul Simpson	PS	Chief Finance Officer
	Ian Mackenzie	IM	Director of Information and Facilities

In attendance

David Knight	DK	Senior Income & Cost Accountant (Minutes)
Janet Miller	JM	Deputy Director of Human Resources (Part meeting)

1	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>Apologies: Yvonne Parker, Gillian Francis-Musanu. Michael Wilson</p>
2	<p>MINUTES AND ACTIONS OF THE PREVIOUS MEETING</p> <p><u>MINUTES – Part 1</u></p> <p>The minutes of the 3rd of May 2013 meeting Part 1 were approved as an accurate record of the meeting.</p> <p><u>ACTIONS</u></p> <p>The following Actions were carried forward:</p> <p>PSimpson to provide analysis of the performance of the retail outlets versus expectation PS</p> <p>PSimpson to position the Capital Program/Budget 13-14 within a 3-5 year rolling plan to the Committee PS</p>

	<p>IMackenzie to present the estate strategy / Plan to the July IWC IM</p> <p>PSimpson/IMackenzie to ensure IT Strategy is presented to the July meeting of the I&WC. IM</p>
<p>3</p>	<p>WORKFORCE</p> <p><u>Workforce KPI's</u></p> <p>The Committee congratulated HR and line management for achieving a step change in the appraisal and statutory and mandatory training rate for the year.</p> <p>JMiller presented the Workforce KPI's to the Committee. The points emphasized included the high turnover rate being experienced by the Medical Division and Nursing. The Emergency Department (ED) was an area now showing signs of improvement in this area.</p> <p>The Committee sort and received assurance on the Trusts work to lower the staff turnover rate with JMiller highlighting the ring fencing of Bursery Training, the leadership succession planning and exit interviews targeting why people are leaving. The staff survey high approval ratings of line managers was offered as evidence of the Trusts belief that it was moving forward in this area. PSimpson noted that the Trusts position so near London acted as a hindrance to reducing staff turnover.</p> <p>The Committee went on to look in detail at the high usage of Bank and Agency staff noting that it was 40% up at the half year mark. PSimpson informed the Committee that a Workforce plan had now been agreed and the Commissioning plan had been changed. It was also noted that other strategies exist to achieve a reduction in this area.</p> <p>Assurance was sort and received in regards to the Trusts policy on Agency usage with PSimpson assuring the Committee that a Trust policy was in existence with Agency usage being scrutinised by the Charge Nurses. The usage of Agency staff is lower when taken against the current vacancy rate in the Trust. This has been achieved through the introduction of E-Rostering which was making that shift patterns more predictable for staff.</p> <p><u>Organisational Development OD / Staff Survey</u></p> <p>J Miller presented the latest version of the OD plan. It focused on staff engagement and took into account the latest staff survey results.</p> <p>PSimpson highlighting the anomalies in the Staff survey around the scorings awarded to Bullying and the result which puts our staff as highly motivated. It was believed that the anomalies came from people's definition of harassment and bullying. A softer approach this year has been adopted to gain feedback from staff in the hope to ensure continued improvement in staff engagement.</p>

	<p>The Committee recognized the many activities in place to improve staff engagement but suggested greater focus on priorities and sharper delivery dates and accountability. PSimpson outline a wider OD piece of work in progress looking at developing our clinically led approach. This would be presented to the Committee in due course.</p>
<p>4</p>	<p>CAPITAL</p> <p><u>M12 Capital Report</u></p> <p>IMackenzie updated the Committee on the continued progress being made on the Theatres development with work due to commence on the 13 May 2013 dependent on the successful migration of the Newts. An outline business case for phase 2 of the development will be presented to the IWC in due course (June 2013)</p> <p>The BOC Respiratory Unit will be put in front of full planning meeting at Reigate & Banstead Council with a recommendation from planners for approval. Work is expected to commence August 2013 with completion due May 2014.</p> <p>On the Radiotherapy project major steel works is currently being erected with the first patients expected April 2014.</p> <p>Planning permission for expansion on the Car Parks has been granted by the council.</p> <p>The Committee then went on to discuss in depth current cost over runs for the Theatres project with PSimpson and IMackenzie highlighting that projects are moved to ensure that the overspend is managed. The Trust having had completed its major capital projects to deal with urgent issues will ensure future projects have a more considered approach.</p> <p>Unscheduled Care PIR</p> <p>IMackenzie presented the post implementation review on the Unscheduled Care (ED and Hazlewood Ward). The project saw the Emergency Department reconfigured to gain an improvement in layout and improve patient experience. The review concluded that the benefits of the original project had been achieved despite the deferral of some of the work to enable other capital projects deemed of a higher urgency to be completed.</p> <p>A discussion followed around the value the Trust received for its money and the Committee sort and received assurance that the £320K of costs saved by deferring an element of the project was actual money saved and ploughed into other projects and not just an overspend.</p>
<p>5</p>	<p>BUSINESS PLANNING</p> <p>Integrated Business Plan (IBP)</p>

	<p>The committee received two updates to the IBP – one focused on governance, the other on our catchment area.</p> <p>Discussions centered around the Committee structure of the Trust and the population figure, now having been finalized to approximately 568K.</p> <p>The Committee sort clarification on its role in reviewing changes to the IIBP and requested changes to previous versions were highlighted.</p> <p>ACTION</p> <p>GFrancis-Musanu to highlight what has changed in the IBP and providing clarity on the IWC role in reviewing the IBP. GFM</p>
6	<p>ANY OTHER BUSINESS</p> <p><u>I&WC Workplan</u></p> <p>RDurban updated the Committee on the progress of the workplan. The Committee discussed the workload of future IWC meetings and which papers should be presented together from a governance point of view.</p> <p>The Committee concluded that it was appropriate to take the meeting bi monthly now on.</p> <p><u>ACTION</u></p> <p>DKnight to send a final version of the workplan to the executives DK</p>
7	<p>DATE OF NEXT MEETING</p> <p>Next meeting is scheduled for 3rd July 2013 1pm-3pm AD77.</p>