

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

Present	Richard Durban	RD	Non-Executive Director (Chair)
	John Power	JP	Non-Executive Director
	Paul Simpson	PS	Chief Finance Officer

In attendance

Shaun Cunningham	SC	Head of Capital Projects
David Knight	DK	Cost Accountant (Minutes)
Janet Miller	JM	Deputy Director of Human Resources
Wendy Mahoney	WM	Head of IBP & Business Development

1	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>Apologies: Ian Mackenzie, Michael Wilson, Alan Hall, Yvonne Parker, Gillian Francis-Musanu, Richard Congdon.</p>
2	<p>MINUTES AND ACTIONS OF THE PREVIOUS MEETING</p> <p><u>MINUTES – Part 1</u></p> <p>The minutes of the 6th of March 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 various 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>3</p>	<p>WORKFORCE</p> <p><u>Workforce KPI's</u></p> <p>In YParker's absence JMiller presented the Workforce KPI's to the Committee. The points emphasized included the increase in appraisal compliance and the decrease in compliance with the return to work procedure. The decrease in the return to work compliance was expected following transition from a paper based reporting system to an online one by the Trust. JMiller explained that the temporary decrease in performance is offset by the better reporting that will be available to managers. An update on the overseas recruitment drive for nurses was also given. The areas that the Trust finds easier to recruit into are Band 5 nurses. Nurse recruitment for General Surgery and General Medicine has been on a pooled basis whenever possible. PSimpson highlighted the use of assessment days and how the Trust was learning from past recruitment drives in the Republic of Ireland.</p> <p>A discussion followed around the merits of rotation in regard to the retention of staff. JMiller noted that pooling and rotation can have a negative impact on retention due to Nurses wishing to specialize in given areas. It was noted that managing expectations was key to retention of staff.</p>
<p>4</p>	<p>CAPITAL</p> <p><u>M11 Capital Report</u></p> <p>SCunningham summarised the Capital Report for M11. He stated that a planning application for an additional 300 car parking spaces has been submitted to Reigate & Banstead Borough Council and is due for review by the Planning Committee on 10th April 2013. An update was provided on the continued snagging issues being dealt with in the new West Entrance. The Committee were informed that floor samples are currently away for testing to determine the problem with the flooring.</p> <p>The Committee sort and received assurance that the financial risk for the West Entrance snagging work lay with the contractors.</p> <p>SCunningham informed the Committee that the tenders had been received regarding the replacement of Maple Annex store for medical records with them coming in lower than the £1 million original cost estimate. PSimpson highlighted that the final business case had yet to be passed and that the project was on the 2013/14 Capital Plan.</p> <p>PSimpson noted that the Trust had managed the capital budget well in the year and had achieved the capital resource limit.</p> <p><u>Estates Strategy/Plan</u></p> <p>SCunningham informed the Committee that this was still work in progress and will be</p>

finalized as soon as possible for presentation to the I&WC. It was suggested to the Committee that the strategy should include all aspects of the Trusts estate e.g. where we lease property, where we might lease property, maintenance and development of the ESH site.

ACTION

IMackenzie to present the estate strategy / Plan to the July IWC IM

3-5 Years Capital Programme

SCunningham presented the 3-5 Year Capital Programme. Future areas of potential Hospital building development land have been identified by WT Partnership with the backlog of maintenance being the major issue facing the Trust in the 3-5 year time frame.

The Committee discussed in detail the maintenance backlog and the renovation of the Wards in terms of immediate small works and the medium term. PSimpson highlighted the prioritization that needs to be given and the financial dilemma of whether to borrow the required money for the maintenance. SCunningham informed the Committee that the Trust had 20-30 maintenance workers dealing with day to day issues on the estate and that maintenance jobs are recorded and assigned numbers. KPI's for maintenance are currently being developed and will be reported to the IWC. The merits of maintenance budgets being held by the departments rather than centrally were also discussed.

It was also agreed that the capital programme needed to include the planned purchase and replacement of medical equipment.

The Committee went on to discuss the Capital Programs ability to deal with expansion plans with PSimpson highlighting that a medium to long term strategy (2+ years) is very difficult to compile due to the unknown direction of the new Commissioning Groups. The Committee sort and received assurance that clinicians and operational needs would shape the future direction of the capital programme.

IT Strategy

The Committee sort and received assurance that the IT Strategy would be coming to the June/July meeting.

ACTION

PSimpson/IMackenzie to ensure IT Strategy is presented to the July meeting of the I&WC. IM

5 BUSINESS PLANNING

IBP Update

	<p>WMahoney presented to the Committee an update on the IBP. The first draft IBP was submitted to the SHA on 18 October 2012 which included the Trust strategy and a long term financial model that describes activity volumes and financial assumptions. It was also highlighted that due to the pace of improved performance by the Trust the IBP has had to be refreshed.</p> <p>A discussion was had around the boundaries shown on the maps with PSimpson highlighting that the Commissioning groups and Council/County boundaries are not the same making comparison of some data problematic. The Committee received and noted the progress being made to the report.</p> <p><u>Long Term Financial Model</u></p> <p>PSimpson informed the Committee that the LTFM will be updated upon completion of contract negotiations with the new CCG's and will also form part of the application process for Foundation Trust status. The Committee received and noted the update.</p>
<p>6</p>	<p>ANY OTHER BUSINESS</p> <p><u>I&WC Workplan</u></p> <p>RDurban updated the Committee on the progress of the workplan noting that the plan to go bi monthly could not take effect until July at the earliest as the timing of the agreed papers has not yet been locked down.</p> <p><u>ACTION</u></p> <p>PSimpson to discuss the I&WC workplan with the Executive team agenda. PS</p>
<p>7</p>	<p>DATE OF NEXT MEETING</p> <p>Next meeting is scheduled for 1st May 2013 1pm-3pm AD77.</p>