

**Minutes of the Investment and Workforce Committee – Part 1**  
**Held on 2<sup>nd</sup> May 2012 1:00 – 3:00pm**  
**In AD77, East Surrey Hospital, Redhill**

<b>Present</b>	Richard Durban	RD	Non-Executive Director (Chair)
	Alan McCarthy	AM	Chairman of the Board
	Edward Cooke	EC	Non-Executive Director
	Paul Simpson	PS	Chief Financial Officer
<b>In attendance</b>	Yvonne Parker	YP	Director of Workforce
	Joe Chadwick-Bell	JCB	Director of Strategy and Transformation
	Ian Mackenzie	IM	Director of Information and Facilities
	Justine Stratfold	JS	Head of Service Line Reporting (Minutes)

<b>1</b>	<p><b>WELCOME AND APOLOGIES FOR ABSENCE</b></p> <p>Apologies Michael Wilson, John Power</p>
<b>2</b>	<p><b>MINUTES AND ACTIONS OF THE PREVIOUS MEETING</b></p> <p><b><u>MINUTES – Part 1</u></b></p> <p>The minutes of the 4<sup>th</sup> of April 2012 meeting Part 1 were approved as an accurate record of the meeting following edit by IM.</p> <p><b><u>ACTIONS</u></b></p> <p><u>Meeting 01/02/12</u></p> <p><b>Action 1 - JCB to produce a timetable of TFA outputs against Board / Board sub-committee meetings.</b> JCB reported that this will be brought back once the outputs are agreed with the SHA.</p> <p><u>Meeting 4/4/12</u></p> <p><b>Action 2 – A set of Workforce KPI’s to be developed and reported appropriately</b> <b>YP / PS</b></p> <p><b>Action 3 – Comments from the discussion of the workforce plan to be incorporated in the document and presented to the I&amp;W committee meeting in June</b> YP</p> <p><b>Action 4 – Estates Strategy to be tabled at the July I&amp;W Committee meeting</b> IM</p> <p><b>Action 5 - Updated Business plan to be tabled at the I&amp;W committee in June</b> <b>JCB</b></p>

**MINUTES – Part 2**

The minutes of the 4<sup>th</sup> of April 2012 meeting Part 2 were approved as an accurate record.

**3 WORKFORCE**

**2012/13 TRAINING PLAN**

YP advised that discussion is taking place with the SHA surrounding training funding allocations which could result in up to a 25% reduction. There is a meeting on the 23<sup>rd</sup> May, 2012 after which this will be known.

The training Plan has been developed pending the results of the Training Needs Analysis (TNA) and will therefore require future revision when these are known.

YP reported that 61% of Training funding was spent on nursing and the results of the staff survey showed that staff felt they could access training.

PS queried whether it is felt that the balance between training and management of the staff is correct. YP advised that she felt comfortable that the training provision is correct and is underpinned by national requirements and the TNA.

The measurement of training effectiveness was discussed and it was felt that training outcomes need to be defined and performance measured against these.

AM stated that it would be useful to link the training plans to divisional development plans and appraisal.

Statutory and Mandatory training was discussed. EC queried the plan linkages to these measures. YP stated that the plan addressed rationalization of Statutory and Mandatory training in terms of its method of delivery. Clinical and Non-Clinical Mandatory days have been merged which is demonstrating improvement.

YP confirmed that medical staff are excluded from the plan and that assurance over the medical training would come from Des Holden as the Medical Director.

IM queried whether training focus is on the needs of the organization and not the employees personal aspirations. YP outlined the approval measures in place to ensure that training approval is in the best interests of the organization.

RD noted that some assurance could be taken from the plan in terms of what training was delivered in 11/12 and planned improvements in how training will be delivered in 12/13.

However the final training plan needed to provide greater assurance over training priorities, method of delivery, desired outcomes, measurement against these outcomes

and the resources required.

**ACTION: The Training plan needs to be split between the reporting of last year 2011-12 and the plan for the new year 2012-13.** YP

**ACTION: The Training Plan to be re tabled at the July I&W committee once the results of the TNA and training funding is known.** YP

#### 4 CAPITAL PROGRAMME AND ESTATES

##### Capital Report : Month 12

IM reported that the CRL for 12/13 is £15.3M which includes the £1.3M undershoot from the previous year due to the rephasing of theatres and main entrance.

PS stated that the organization predicted the undershoot and had reported this to the SHA.

##### 2012-13 Capital Plan

Unscheduled care – delay due to contractor failures and drainage issues. The new contractor is however recovering time.

Theatre refurbishment – awaiting formal sign-off of the business case from the SHA. There are practical issues with the temporary closure of 2 theatres so alternative options are being explored.

Main Entrance – Programme is on target about a week behind due to weather and drainage. Scheduled to open in July.

##### MRI scanner PIR

RD noted that this is the first PIR to be presented to the committee so comments were requested re the usefulness of the layout. RD reminded the committee that the PIR should address two questions :did the investment deliver the business case and what lessons can be learnt from the project. PS complimented the template stating it is a concise summary of the project outcomes. EC commented that more data would be useful in terms of initial budget, end cost and any time over runs.

The following points were made regarding the MRI scanner project. It was queried whether the case assumed any additional income and performance against this. PS clarified that the income was not assumed in the core business case finances but was quoted as a potential additional benefit.

EC queried utilization. IM state this has been quoted as being 12hrs per day 7 days per week.

IM observed that the PIR outcome suggest that the business cases required a lot more hard data and measurable benefits.

	<p>Issues surrounding the extremity Scanner were highlighted. The purchase was a good decision on the basis of the data which was shown to the organization but it has not deliver on what was promised.</p> <p>More formal definition over the responsibilities of the project director and project lead / manager is required. IM highlighted that three members of the project team were full time trust employees and five were not.</p> <p>The length of time between a project completing and a PIR was discussed. One year was accepted as the default position, although this will vary with the complexity of the project.</p>
<p><b>5</b></p>	<p><b>BUSINESS PLANNING</b></p> <p><b>TFA update</b></p> <p>JCB drew the committee's attention to the letter issued to the organization requiring a robust project plan be developed, detailing timescale and milestones against this.</p> <p>Sir Ian Carruthers is to conduct a half day visit to SaSH on the 11<sup>th</sup> of May. The executive will be presenting the TFA plan and providing sight of progress made. Following this a meeting will be held with David Nicholson on the 18<sup>th</sup> of May.</p> <p>The overarching plan will go through the management board and performance against this reported to the I&amp;W committee.</p> <p><b>Business Plan</b></p> <p>This is to be updated with comments from the last committee. It will cross match priorities to the TFA plan. JCB will table the business plan at the trust board in May.</p> <p><b>Savings Update</b></p> <p>£10M cost efficiency plan. Of which £4.1M is Amber, £2.1M Red and 3.8M Green.</p> <p>Therefore an additional savings challenge of £2M has been made to the divisions.</p> <p>The Mckinseys review which looks at productivity opportunities has identified potential for savings. This process compares SaSH against that of our peer group.</p>
<p><b>6</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p>None noted</p>
<p><b>7</b></p>	<p><b>DATE OF NEXT MEETING</b></p> <p>Next meeting is scheduled for 6th June 2012 1pm-3pm AD77.</p>