

## East Midlands Leadership Academy Board Meeting

### Board Minutes

Monday 19<sup>th</sup> September 2016

#### Present:

Name	Role	NHS Organisation
<b>Gavin Boyle</b>	Chief Executive/EMLA Chair	Derby Teaching Hospitals NHS Foundation Trust
<b>Paul O'Neill</b>	Director	East Midlands Leadership Academy
<b>Lyndsay Short</b>	Deputy Director	East Midlands Leadership Academy
<b>Rachel Wingfield</b>	Head of Business Performance and Development	East Midlands Leadership Academy
<b>Amanda Rawlings</b>	Director of People and Organisational Effectiveness	Derbyshire Community Health Services NHS Trust/Chesterfield Royal Hospital Foundation Trust
<b>Amanda Sullivan</b>	Chief Operating Officer	Newark and Sherwood CCG/Mansfield and Ashfield CCG
<b>Anthony Locke</b>	PPI Representative	University Hospitals of Leicester NHS Trust
<b>Bina Kotecha</b>	Assistant Director of Learning and OD	University Hospitals of Leicester NHS Trust
<b>Caroline Fox</b>	PPI Representative	Nottinghamshire Healthcare NHS Foundation Trust
<b>Dean Fathers</b>	Chair	Nottinghamshire Healthcare NHS Foundation Trust/United Lincolnshire Hospitals NHS Trust
<b>Jane Johnson</b>	Executive Lead for Transformation and Innovation	Health Education East Midlands
<b>Pete Cross</b>	Director of Finance	Leicestershire Partnership NHS Trust



## In attendance

<b>Yvonne Brown</b>	Office Manager/Executive PA	East Midlands Leadership Academy
<b>Lizzy Stillibrand</b>	Transformation Lead	East Midlands Leadership Academy

## Apologies received:

<b>Andrew Morgan</b>	Chief Executive	Lincolnshire Community Health Services NHS Trust
<b>David Farrelly</b>	Local Director	Health Education East Midlands
<b>Lisa Sultana</b>	Chief Operating Officer	Derby and Derbyshire Local Medical Committee (LMC)
<b>Michelle Bateman</b>	Associate Director of Nursing, Quality & Patient Experience	Nottinghamshire Healthcare NHS Foundation Trust
<b>Nicky Hill</b>	Director of Workforce and OD	Nottingham University Hospitals NHS Trust

Item	Subject and Details	Action
1.	<p><b>Welcome and apologies:</b></p> <p>Gavin Boyle welcomed those present and individual introductions were made.</p> <p>Apologies were received and no declarations of interest were made.</p>	
2.	<p><b>Notes from previous meeting:</b></p> <p>The minutes of the last meeting on 20<sup>th</sup> June 2016 were confirmed by the Board as a correct record with no amendments to be made.</p> <p><b>Matters arising:</b></p> <p>Following discussion by the Board, it was agreed that there may be rare and exceptional circumstances when it is necessary to have a closed section of the meeting, for example, when discussing highly commercially sensitive information or potential work force restructures with significant HR implications for EMLA employees. This would allow for conversations to be held and guidance to be given and allow for the majority of the meeting to be fully minuted and the minutes to be made publically available. The decision to have a closed section at any Board meeting will be decided in advance by the Chair and Director.</p>	
3.	<p><b>National update:</b></p> <p>Paul O'Neill used a presentation to update the Board with a National update in two parts:</p> <p><i>i) Update on National Leadership Academy</i></p> <p>Stephen Hart has been appointed as National Director of Leadership Development for HEE and the Managing Director of the NHS Leadership Academy. Gavin confirmed that he was due to meet with Stephen tomorrow (20<sup>th</sup> September 2016) and he welcomes the Board's views and comments to feed into that meeting.</p> <p>The key messages from Paul's presentation were as follows:</p> <ul style="list-style-type: none"> <li>• Stephen is keen to see that the local leadership academies and the National Academy function as one coherent network</li> <li>• That we work towards developing a single vision, strategy and business plan across the whole network</li> <li>• Local academies need a greater voice at regional (Midlands and East) and national level</li> <li>• The engagement of the wider system and organisations with local leadership academies is critical as is the support they offer to STPs and this should be enhanced in the future</li> </ul> <p>Dean asked how the 10 LDP's mapped into the four regions and Paul confirmed that in the Midlands and East this included EMLA, East of England Leadership team and West Midlands Leadership Academy.</p>	



<p>Dean also asked whether each region would have its own joint Board to which Paul responded that both the West Midlands and East of England regions were hosted by HEE rather than a Trust like EMLA and that Stephen Hart did not want the LDP's to be distracted by hosting/restructuring/workforce changes.</p> <p>Gavin commented it would be useful to be sighted on the STP plans within the Midlands and East region and it was agreed that one or two colleagues from West Midlands and East of England would be invited to join our next Board meeting in December 2016.</p>	
<p><b>Action point:</b> Paul to invite colleagues as relevant from West Midlands and East of England to the next Board meeting in December 2016.</p>	<b>PON</b>
<p>Rachel Wingfield commented that the Business Network Meeting had just been held for Business Managers from the 10 LDPs and work was being completed on joint mapping and how our activities compare. This work should be completed by November 2016 and will be shared at the next Board meeting in December 2016.</p>	
<p><b>Action point:</b> Rachel to share the joint mapping from the Business Network at the next Board meeting in December 2016.</p>	<b>RW</b>
<p>Gavin asked how we preserve the strength of EMLA and in particular our member/engagement model. Rachel commented that Stephen Hart wants to support the membership model and would not want to lose this. Dean asked whether we should suggest the membership model to West Midlands and East of England and Paul reminded the Board that it was suggested in the LDP Business Review that all LDP's explore the possibility of funding through a membership model.</p>	
<p>Anthony Locke commented that it would be interesting to know what the structures were at West Midlands and East of England. Rachel responded that this is exactly the data that the Business Network are capturing which will be presented at the next meeting. It was acknowledged that trying to introduce a subscription model into areas that had not historically had one would be very difficult in today's climate.</p>	
<p>Bina Kotecha commented in terms of the Leadership Academy and core programmes, for example the request to STP footprints for delegates for the Nye Bevan programme, that the language is more intended for NHS staff and does not automatically appeal to colleagues working in social care.</p>	
<p>Gavin and Amanda Sullivan supported the idea of a single business plan as a good way of aligning activity nationally, regionally and locally and ensuring a better distribution of resources at all levels.</p>	
<p>Gavin and Paul both commented that they felt optimistic about the direction for ravel and that the work of local leadership academies like EMLA was being understood and appreciated at the centre and that this puts us in a strong position for the future.</p>	





	<p><i>ii) National Improvement Leadership Development Strategic Framework</i></p> <p>The above strategic framework is being developed by all the Arm's Length Bodies (ALBs) but being led by the NHS Leadership Academy, HEE and NHS Improvement.</p> <p>Dean Fathers commented that he had been involved in some of the work to develop the strategic framework as had a number of others from the Board. Dean commented that the ability for leaders to work with teams well was vitally important and that this needs to be included in the strategy.</p> <p>Paul noted that as yet not much detail had been provided nationally in respect of the improvement domain. Pete commented that NHSI talks about organisational improvement but this is more sticks than carrots. Paul commented that it had been fully acknowledged in the strategy that the national regulatory bodies needed to change the way they related to provider and commissioning organisations and treat them with more care and compassion.</p> <p>Paul spoke about the Culture and Leadership Programme, a diagnostic tool developed by NHSI, and this paper was not distributed at Board due to it being 100+ pages and it was agreed that Yvonne Brown would distribute this with the Board minutes.</p> <p><b>Action point:</b> Yvonne to distribute Culture and Leadership Programme link to the Board.</p> <p>Anthony commented that culture means different things to different people but that it should include how patients are treated and their experience in receiving services. Jane Johnson asked whether the 'tool' is organisationally focussed; Dean responded that it was, however when Jane asked whether this can be used across the system, Dean responded that it was not designed for that purpose. Paul advised that the tool had been designed for large Trusts, however it is also relevant for CCG's and ALB's.</p> <p>Gavin thanked the Board for their contributions which will aid his discussion with Stephen tomorrow.</p> <p>Paul thanked the Board for their contributions.</p>	YB
4.	<p><b>Strategic goals:</b></p> <p>Paul directed the Board to the strategic goals in section four and confirmed that the improvement suggestions received had been implemented.</p> <p>Paul was asked how we describe the benefits of EMLA membership and this would for 2016/17 be highlighted in two different ways:</p> <ul style="list-style-type: none"><li>• Quarterly reports would be sent to each member every quarter detailing raw data of who attended which course and WRES information.</li><li>• Each member will receive an EMLA 'benefits to members package' which will be developed and presented to our members in January 2017.</li></ul>	





	<p>As we are just about at our half year stage, it is no surprise that most strategic objectives are amber which means that they are ongoing. Tracking against the strategic objectives are good and there are no particular issues to pick up.</p> <p>Pete asked whether the strategic objectives should have a link to the risk register and Gavin agreed that it would be good to cross reference any actions that are at risk of not being delivered with the risk register.</p> <p><b>Action point:</b> Amendments to be made to the Risk Register as above.</p>	RW
	<p>Paul asked the Board to be aware that the Systems Leadership brochure that had been adapted and adopted nationally. The Board commented that this is positive and the process by which the initiatives of one local academy could be shared out nationally is a positive demonstration of how we should work in the future.</p>	
5.	<p><b>Discussion: Board effectiveness:</b></p> <p>Paul used a presentation to form the basis of the discussion in respect of Board Effectiveness. The Board were split into two groups for the discussion and responses to the four main areas of discussion were:</p> <p><i>Is the EMLA Board about governance and assurance of ALL income and activity or that which is provided from and for member organisations and the local system(s)?</i></p> <ul style="list-style-type: none"><li>• Appetite to continue with oversight and quality assurance of all National and Local income and activity.</li><li>• The Board should be influencing upwards and holding the National team to account.</li><li>• To work more closely with West Midlands and East of England at a regional level with perhaps an annual members meeting, query.</li><li>• Connect all leadership development opportunities and leadership themes between STP's in the East Midlands.</li></ul> <p><i>Does the answer to the above question have any effect on the structure of the Board and if so how?</i></p> <ul style="list-style-type: none"><li>• The structure should remain but ensure commitment by Board members.</li><li>• Keep the 'strong voice' of senior stakeholders.</li><li>• The Board should remain a governing body rather than an advisory group.</li><li>• Need senior level buy in which is critical – how do we keep senior stakeholders engaged?</li><li>• Membership issue – do we need to revisit in context of STP's and Board representation connections.</li></ul> <p><i>How do we assure ourselves we are effective in this (changed) role?</i></p> <ul style="list-style-type: none"><li>• Outcomes based approach – we should be ensuring we are effectively the national, regional and local agendas.</li><li>• How do we better relate to LWABs?</li></ul> <p><i>Are there other ways of delivering on the task than quarterly Board meetings?</i></p> <ul style="list-style-type: none"><li>• Make best use of the Board as it is.</li><li>• Vary meetings – include development opportunities.</li><li>• Use March board meetings to celebrate with our wider membership audience the achievements of EMLA in a given year.</li></ul>	





6.

**Finance and Performance report:**

Rachel Wingfield asked for any comments in respect of the performance report and its enclosures and made the following statements:

*Utilisation data*

Rachel confirmed that there had been a significant increase in activity with almost a 50% increase across most organisations. To date there had been 1,260 delegates over 2,452 utilisations and this equated to just a 3% variance on the initial forecast so far.

Rachel asked the Board to be aware that a footnote had been omitted from the activity data in respect of marketing days which was currently at an average of 64%. The reason for this drop in average from the 85% benchmark was inconsistencies within the EMLA programme team and it has now been reinforced that a 12 week lead time on marketing days should be adhered to.

*Internal KPI data*

The July internal KPI data had been distributed within the Board pack and the August data was given to Board as a separate sheet. It was confirmed that Martin Gaskill had worked on the finance variance section and that this would be available at the next Board meeting, along with staff and customer survey responses as this work was due to begin in October 2016.

Rachel noted that data input by the team to produce the utilisation data had been free from errors for two months and thanked Yvonne for her work with the team in achieving this.

Board were asked to note the EMLA sickness figures which had remained at zero for two months with the rolling year total being 1.77% which is below our target of 2.5%.

Anthony mentioned, in respect of the inclusion data, that there were not many disabled people within the NHS and therefore the 5% may not be achievable. Rachel confirmed that the benchmark had been taken from the workforce population figures and this is our ambition to work towards.

*Finance*

EMLA was £95k overspent at the end of July however Rachel pointed out that the Financial Performance tables were on track and improved budget forecasting within the team is contributing to better up to date financial figures each month and that the overall trajectory for year end was still a break even position.

Pete asked why, in respect of the finance table on page 4 of the finance and performance report, the NHS Leadership Academy funding was heavy towards the back end of the financial year. Paul and Rachel confirmed that the Academy are invoiced quarterly for the funding and that the trajectory matched the activity over the year.





	<p><i>Risk Register</i></p> <p>Rachel asked the Board for their approval to remove risks two and three from the Risk Register for the following reasons:</p> <ul style="list-style-type: none"> <li>• Risk number two: <i>Failure of member organisations to understand the rationale for introducing the new system leadership approach. Slight reduction in programmatic activity to account for the new work stream funding allocation. Failure to communicate rationale could result in dissatisfaction around the membership offer – the importance of our work is better understood and there is now better planning.</i></li> <li>• Risk number three: <i>Lack of membership influence over national direction and EMLA joining up with HEEM could result in loss of the membership model – NHS Leadership Academy supporting the membership model and there is no threat to our own model.</i></li> </ul> <p>The Board agreed to remove both risks.</p> <p>Pete commented on the status of risk one, <i>Account Management Any dissatisfaction with membership/subscription leads to reluctance or refusal to pay</i>, on the register in that due to the current climate organisations the need to look at non-statutory functions like EMLA membership. Are the mitigations sufficient to sustain that? Gavin advised that this would stay on and that we need to add actions in terms of customer relations. The status should stay how it is for now but we need to take stock in January 2017.</p> <p>Dean commented on the pressures that are upcoming on delegates attending EMLA events such as the winter period, ED crisis and therefore less release of staff. The Junior Doctor strike may have a further impact on attendance and we should cross reference the dates of EMLA events against the proposed strike dates.</p> <p><b>Action point:</b> LS/Programme Coordinators to check dates of their events with Junior Doctor strikes.</p> <p>Rachel asked the Board to promote the Recognition Awards which had now been opened for nominations; nomination deadline is 10<sup>th</sup> October 2016.</p> <p><b>Action point:</b> Board members to promote the recognition awards.</p>	<p>LS</p> <p>All</p>
<p>7.</p>	<p><b>Activity report:</b></p> <p>Lyndsay asked for any comments in respect of the activity report and made the following statements:</p> <p><i>Membership benefits package</i></p> <p>Lyndsay confirmed that the offer within the membership benefits package, available in January 2017, will be a two year package.</p> <p><i>Mary Seacole Local</i></p> <p>The expression of interest for Mary Seacole Local is being distributed early this week with a deadline of 7<sup>th</sup> October 2016. Lyndsay confirmed that funding has been reserved for two areas this financial year with three more areas planned for next year, depending on funding available.</p>	





	<p>Bina asked for clarification that there will be another cohort of Nye Bevan available this year and the STP areas had only been given a seven day response time last time. Lyndsay confirmed that there would be another cohort in February 2017. Paul responded that the seven day deadline was not helpful, however this was a trade-off for the seven free places offered per STP.</p>	
8.	<p><b>SDN update:</b></p> <p>Pete gave an FSD update, bullet pointed as follows:</p> <ul style="list-style-type: none"><li>• FSD should now be classed as Skills Development Network ('SDN') as this now includes FSD and Procurement.</li><li>• SDN are looking at their own membership model to add in their procurement offering.</li><li>• A joint conference is being held between SDN and HFMA on 13<sup>th</sup> October 2017 with guest speaker Bob Alexander and this will be a good opportunity to highlight our local offer.</li><li>• Strategic discussions are being held in respect of the Carter review.</li></ul>	
9.	<p><b>Any other business:</b></p> <p>Dean thanked Paul for his work as facilitator for the Lincs NED Forum.</p> <p>There was no further business at this time.</p>	
10.	<p><b>Next Board Meeting:</b></p> <p>Monday 12<sup>th</sup> December 2016</p> <p><b>2017 EMLA Board meetings are as follows:</b></p> <p>Monday 20<sup>th</sup> March 2017 Monday 19<sup>th</sup> June 2017 Monday 18<sup>th</sup> September 2017 Monday 11<sup>th</sup> December 2017</p> <p>All meetings will be at 1.30pm till 4.30pm in room A08, The Institute of Mental Health Building.</p>	

